



Virg Bernero, Mayor

2016

STATE OF THE CITY REPORT

January 25, 2016

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Downtown Lansing, Inc.
Lansing Economic Development Corporation (LEDC)
Lansing Entertainment and Public Facilities Authority

SUMMARY OF FINANCIAL CONDITIONS

The city's financial conditions are summarized in the annual report of the Department of Finance. Additional resources, including the FY16 adopted budget and the FY15 comprehensive financial statement and external audit can be obtained online at lansingmi.gov/finance.

Mayor's Observations

As we begin 2016, the state of our city is good and getting better.

Unemployment has dropped below pre-recession levels and home values continue to improve. Our efforts to attract new investment and create new jobs continue to pay dividends. With the assistance of the Lansing Economic Area Partnership (LEAP), total private investment facilitated by city incentives has now surpassed **\$2 billion** over the last decade. During that time, 140 economic development projects have been completed, retaining and creating more than 12,500 jobs.

Fully half of the city's new investment, along with hundreds of new jobs, are the product of Lansing's storied and still strong partnership with General Motors. Thanks to GM, the Lansing Grand River and Lansing Delta Township assembly plants continue to produce some of the finest cars on the planet, including three of the last ten Motor Trend Cars of the Year. The latest success is the 2016 Chevy Camaro, produced for the first time in 2015 right here in Lansing, adds hundreds of new production jobs at the Lansing Grand River assembly plant and in the supply chain.

Neighborhoods across the city are on the rise thanks to rebounding real estate values, continued major investment in blight elimination in partnership with the Ingham County Land Bank, and the continued strength of neighborhood organizations in forming dynamic partnerships with the city and other stakeholders. Our neighborhood services coordinator in the Department of Planning and Neighborhood Development continues to make tremendous progress in supporting these partnerships and securing grants to make improvements in neighborhoods across the city.

We continue to enjoy the services of the best-trained, best-equipped first responders in the state of Michigan. Our police and fire departments keep us safe around the clock and we are thankful for their service to our community. Our efforts continue toward filling vacant positions in the Police Department and to recruit quality candidates who reflect the diversity of our community for these vital jobs.

The financial and operational functions of our city government are fundamentally sound. Even with precipitous declines in property tax revenues and the loss of more than \$80 million in state shared revenues over the past decade, the financial position of our city remains solid. On a preliminary basis, my Administration forecasts a modest general fund surplus for the coming fiscal year – our third budget surplus in as many years.

Rebuilding the city's rainy day fund continues to be a strategic priority to ensure that the city has financial reserves in the event of an emergency or economic downturn. We have added more than \$4.4 million to the city's reserves since FY11, increasing from 5.2% of our general fund expenditures to 8.2% -- more than halfway to our strategic goal of 12-15% of the city's general fund.

Our current year general fund budget (FY16) remains significantly less, when adjusted for inflation, than the last budget submitted by former Mayor David Hollister in 1999. As a result of the austerity measures required to survive the Great Recession and to resolve the city's structural deficit, our workforce is nearly one-third smaller than when I took office in 2006.

Given these constraints, it is rather remarkable that we are still able to provide quality city services at a level our citizens expect and deserve. Our success is attributable in large measure to the talented workforce employed by our city government and the strategic, efficient allocation of our limited resources.

With the help of the mayoral-appointed Financial Health Team led by former Mayor Hollister, we are aggressively tackling the city's long-term unfunded liabilities, estimated at \$650 million. Through good faith negotiations with our city employees, we have worked diligently to ensure that we do not add unnecessarily to the city's legacy cost challenges. These efforts have already saved Lansing taxpayers more than \$200 million over the next 40 years.

Even with this progress, the city's long-term financial obligations to current retirees still represent a major challenge for Lansing, as they do for practically every city in the state. As expenditures for pensions and retiree health care continue to rise, spending on core services like police and fire protection will be crowded out. Finding solutions that allow the city to keep its promises to retirees in a way that is affordable for Lansing taxpayers is the goal of a study now being commissioned with matching funds provided by the Michigan Department of Treasury.

Our city departments and agencies continue to operate on a lean and efficient basis due to the tremendous efforts of our employees and my leadership team. The current organization of our city government is adequate. Our departments and agencies are sufficiently effective to achieve the purposes for which they were established, including protecting the public safety, promoting economic stability and growth, managing the city's budget, assets, services and programs efficiently and effectively, and undertaking efforts to improve the city's neighborhoods and enhance the quality of life of our residents.

City government is operating even more efficiently and effectively thanks to the major technology upgrades my Administration initiated or completed in 2015. The implementation of the CityWorks asset and workflow management platform is streamlining business processes, improving the productivity of field staff, and allowing us to use high-level data analytics to drive the efficient allocation of resources. Electronic contract routing will save countless staff hours compared to the paper-based routing system previously employed. We have completed major upgrades of the workstations and other hardware used by our employees and upgraded and hardened the critical infrastructure that underpins all of our information technology systems.

At this juncture, I propose no significant changes to the organizational structure of our city government, although we will, in accord with the City Charter, continue to pursue intergovernmental cooperation that enhances the efficiency and effectiveness of the programs and services we deliver to the citizens of Lansing. These efforts include cooperation and collaboration with and between the city and its agencies, particularly the Lansing Board of Water and Light (LBWL).

The 2015 merger of the purchasing departments of the city and the LBWL is one example of recent progress in this area. Discussions also continue with Ingham County over the allocation of the new county trails millage and the potential for combining the city's property assessing division with the county equalization office.

Our long-term efforts to promote and strengthen regional cooperation continue to deliver significant dividends to the city and to the region, including Ingham County assuming financial responsibility and management of the Potter Park Zoo, and our tax-sharing agreements with Alaiedon Township to facilitate the growth of Jackson National Life, with Delta Township for GM's continued investment in their Lansing Delta Township assembly plant, and with DeWitt Township for the creation of our Next Michigan development zone at Capital Region International Airport.

In 2015 we also formed a new partnership with East Lansing for the disposition of recycled materials, launched the first regional taxi authority in Michigan, and made significant progress in regional cooperation and collaboration in the area of fire services.

Regional opportunities are also present in our ongoing evaluation and planning for the future of major city facilities, including City Hall, the 54-A District Court, the Lansing Police Department and the city's detention facilities. 2016 should prove to be a decisive year as we move forward on these major initiatives.

The balance of this report is comprised of the individual annual reports of the city's departments and agencies, which expand on many of the themes outlined above.

An electronic copy of this report is available online at lansingmi.gov/Mayors_Office.

A handwritten signature in black ink, appearing to read 'Virg Bernero', with a stylized, flowing script.

Virg Bernero
Mayor

January 25, 2016

DEPARTMENT REPORTS

DEPARTMENT OF FINANCE

Angela Bennett, Finance Director

Department Description

The Finance Department provides administrative support to the City government: accounting for the City's various funds and grants; preparation of the annual financial report; preparation and monitoring of the budget, financial analysis and forecasting; banking, investment, and borrowing of funds; purchase of goods and supplies; payments to vendors; administration of the retirement system; assessing of property and collection of income and property taxes are among core functions. There are three divisions of the Finance Department: Assessing, Treasury, and Finance Operations.

Activities and Accomplishments in 2015

The focus of the Finance Department is to provide excellent service to its internal and external customers. External customers include those who pay property and income taxes; those with an interest in properties located within the City; and those who wish to do business with the City. Internal customers include City departments, who rely on the department for the procurement of goods and services, financial reporting, and other financial resources, and employees and retirees regarding pensions. They also include the Mayor, Council, and others charged with developing, adopting, and monitoring the City's budget.

The City remains financially strong, in spite of the significant challenges presented by the Great Recession. The City's property values are increasing, and income taxes are growing. The City's General Funded ended 2015 fiscal year on July 1, 2015 with \$9,783,911 million in unrestricted reserves, including the Budget Stabilization Fund, a \$2,731,083 increase from fiscal year 2014. As a percent of expenditures, General Fund reserves increased to 8.2% from 6.2% for fiscal year 2014, a significant improvement, but still below the City's 12% - 15% target. The City continues to face challenges with regards to funding infrastructure needs and pension and retiree healthcare obligations, as well as a need to further increase General Fund reserves.

In light of those challenges, in November and December, the City, with assistance of the Financial Health Team, sought and received State funding to assist with a study and recommendations for the City's long-term pension and retiree health care obligations in light of economic and revenue challenges. As a result of those efforts, a Request for Proposals and Qualifications is expected to be issued in January, with the study taking place during 2016.

During 2015, work was begun for the implementation of performance-based budgeting, which will be reflected in the upcoming fiscal year 2017 City budget.

Looking forward to 2016

Economic conditions are stabilizing and showing signs of improvement. Income tax revenues have shown improvement from their low point in 2010, and surpassed their pre-Recession level experienced in 2008 this past fiscal year. Property values have also stabilized, but growth in property tax revenues will be slow as a result of statutory constraints. Revenue sharing from the State continues to lag past

levels by \$8 million annually. With the improvement of the economy and structural measures taken in the past several years' budgets, the City's financial outlook has stabilized and is improving. The City,

however, still faces significant challenges: revenues growth is expected to lag expenditure growth, and the City has significant pension and healthcare legacy costs and infrastructure needs.

As a result of these challenges, it is critical that the City continue to identify and implement efficiencies and partnerships, to reduce costs and improve productivity while assuring the continuation of essential services. Continuous investment in technology that improves efficiencies in operation and which better connects our residents, businesses and visitors to our City government will remain a priority. There will be continued effort to manage and reduce health care and pension costs and to assure that those who should be paying property and income taxes do in fact pay. These measures need to be addressed in the context of keeping City expenses within available. While the City is currently able to meet its pension and retiree healthcare obligations, the study and recommendation project is intended as a proactive measure to evaluate options to ensure that the City is able to adequately meet those obligations, to its current and future retirees, and to its service levels to residents.

Appreciation

Within the context of the ongoing budget challenges, all of the employees in the Finance Department have found it necessary to "do more with less." We were challenged this past year with the impact of staffing turnover in the prior and current year in all three Finance divisions, most notably City Treasurer/Income Tax Administrator Antonia Kraus and Assessor Office Manager, Michael Payne.

Former City Treasurer/Income Tax Administrator Antonia Kraus, Interim Treasurer Tammy Good, and Accounting Manager Randy Endsley are to be commended for their leadership efforts.

All of the employees in the Finance Department are to be commended for their accomplishments in 2015 and for their commitment to continue improving the delivery of services in the future. Thanks to their dedication, the residents, businesses and visitors to the City are well-served by these efforts!

Treasury Division

**Antonia Kraus, City Treasurer/Income Tax Administrator and
Interim Treasurer/Income Tax Administrator Tammy Good**

Division Description

The Treasury Office of the Tax Services division consists of two main work groups: Income Tax and Property Tax. The Property Tax group collects the current Real and Personal property tax as well as delinquent Personal property tax. The Income Tax group collects Income Tax for Lansing residents and non-residents that work in Lansing. In addition, the Income Tax group works with our Lansing-based and our regional employers in regards to employer withholding. The Treasury Division has 9 permanent full-time employees and 4 part-time employees with a budget of \$1.48 million dollars. The Treasury Division responsible for collection of all revenue and remittances to the City and oversees the depositing, safekeeping and investment of City funds, monies and securities.

Income Tax:

The Income Tax work group reviews and audits more than 80,000 individual tax returns; 3,750 Corporate, Partnership and Fiduciary returns, issuing refunds where applicable. We process over 44,000 Income Tax refunds per year, with 39,000 of the refunds processed between January 1st and June 15th of each year. The group also works with 4,500 employers to ensure proper withholding for their employees.

Additionally within the Income Tax group, there is the Compliance team and Withholding. The Compliance team works with taxpayers to collect delinquent income tax payments and to locate non-filers of income tax. The Withholding Tech works with our businesses to collect employer withholding for our Lansing based businesses and those outside Lansing who elect to withhold for their employees. The Withholding Tech also works on compliance to locate Lansing based businesses who are not withholding for their employees.

Property Tax:

The City issues over 57,000 Property Tax bills in June and December of each year. In addition to collecting taxes for the City, we also collect and distribute real and personal property taxes for Ingham, Eaton and Clinton Counties, seven area School Districts, Lansing Community College, Capital Area District Library, Capital Area Transit Authority, the Airport Authority and the 4 (four) 425 agreement partners, several with multiple agreements. The property tax group collects and distributes payments for Payment in Lieu of Taxes (PILOT) holders, the Tax Increment Finance Authority (TIFA), Brownfield developers and the Economic Development Corporation. This group also completes Brownfield Authority, TIFA and OPRA reports for State of Michigan compliance and distributes current year revenue to the City's taxing authorities on a bi-weekly basis and delinquent personal property tax on a monthly basis.

In addition, the Treasury Division collects nuisance fees, code enforcement violations, false alarm fees and diversion program fees. The work group also deposits daily cash receipts from City departments and remits court mileage fees to LPD officers.

The collections team within property tax group works with businesses to collect delinquent personal property taxes, delinquent employer withholding and with taxpayers' delinquent income tax. This group also provides tax clearance for liquor licenses, elected official candidates.

As a team, the Treasury Division adapted to the new challenges and our accomplishments include:

- 1. Staff Transitions:** 2015 was another year of staff transition in the Treasurer's Office. Former Treasurer/Income Tax Administrator Antonia Kraus retired from the City, and Deputy Treasurer Tammy Good was named Interim Treasurer. In addition, two customer service representatives were promoted within the Treasurer's office due to staffing changeover in the prior year with two new customer service representatives being hired to replace the two that were promoted. As we have in the past, in the midst of transition and training, the Treasury Division continued to provide excellent customer service to its clients.
- 1) Financial Stability for our Residents:** The City works closely and provides representation for the Asset Independence Coalition (AIC,) which provides free Income Tax preparation services for families that earn \$58,000 or less. AIC also hosts a program that provides second chance bank accounts for the unbanked and underbanked in our community. The Treasury Division works with partners from the Lansing School District and MSUFCU continued their work on the LansingSAVE program. LansingSAVE, launched this year, will establish Children's Savings Accounts in the Lansing School District to help our students save and prepare for post-secondary educational opportunities.
- 2) Partnership with the Cities of Flint, Grand Rapids, Battle Creek, the State of Michigan Department of Treasury and Chase Bank:** The City's continues to contract with Chase Bank for the conversion of paper tax returns into electronic files in this important partnership.
- 3) Electronic Filed Returns (e-file):** The Treasury Division processed over 21,000 professionally prepared returns via e-filed e-file returns as this is an efficient and effective method to file tax returns for the taxpayer as well as the City.
- 4) Income Tax compliance:** In 2015, the Compliance Officers added \$650,000 in both previously un-filed tax returns and revenue collection from the previously un-filed tax returns, an increase from 2014.

During the tax season, income tax compliance officers also assisted the audit staff responding to taxpayer concerns.
- 5) Donations from Income Tax Refunds:** For the 2014 income tax year, City taxpayers donated refunds from their City taxes to one of three programs: Homeless Assistance, LPD Problem Solving and the HOPE scholarship. The City received 1,618 donations to the 3 funds for a total of \$10,912, exceeding 2014 numbers of 1,542 donations of \$10,282.
- 6) Collections Team:** The collections team worked diligently this year with our tax payers regarding payment plans and collection of delinquent personal property taxes.

Anticipated Activities 2016

- 1) **ACH Payments for Property Tax:** The Treasury Division is in the process of testing a small pilot group of taxpayers for feasibility of having property tax payments made through an ACH payment process, driven by the City, beginning with deployed military and travelling senior citizens.
- 2) **E-filing Income Tax Returns:** Treasury continues to accept professionally prepared e-file returns as this is an efficient and effective method to file tax returns for the taxpayer as well as the City and is working to expand the service to more professionally preparers. The City continues to assess the feasibility of E-filing for individual returns, but that effort is hampered by challenges with home tax preparation software vendors.
- 3) **Delinquent Revenue Collection:** The collections staff will focus on delinquent personal property tax; as well as payment plans and collection agency reports for income tax. They will work with the income tax withholding clerk and auditors to reach business owners with delinquent withholding and business returns.
- 4) **Compliance:** The staff will continue the income tax audit using the State Data and the Homestead Exemptions, and the next round of State income tax data, tax year 2014, will be purchased in the fall. Treasury continuous to work the data from 2005 – 2013, as not all taxpayers respond to the first contact. This work is continuous and will occur throughout the calendar year.

Assessing Division

Division Description

The Assessing Division is responsible for the annual valuation and assessment of all real and personal property located within the City of Lansing. Each year, the Assessing Division prepares and certifies the ad valorem assessment roll and the specific tax rolls in accordance the Compiled Laws of the State of Michigan.

The City of Lansing has 40,700 real property parcels, 3,700 exempt properties, and 3,200 personal property parcels. The total taxable value of the ad valorem and special acts parcels located within the jurisdiction of the City of Lansing was \$2.064 billion for tax year 2015, a \$89 million increase from tax year 2014.

Assessing Division Activities in 2015

For the first time in four year, property values increased overall for the 2015 tax roll and 2% growth in residential properties, 5% growth in commercial properties, with industrial values, taken as whole, stabilizing but not yet increasing.

The Assessing Division continues to maintain open lines of communication with the Clinton County Equalization Department, Ingham County Equalization Department and the Eaton County Equalization Department regarding projections of market values. This is critical for the assessment/equalization cycle of assessment administration.

The Assessing Division continues review and billing of the Property Transfer Affidavit compliance program. This program has generated additional revenue for the General Fund, but more importantly has led to greater communication with new property owners regarding the property transfer process.

The Assessing Division continues to work in conjunction with the City of Lansing Zoning Department to implement split and/or combination procedures and provide a seamless flow of information between the two agencies.

The Assessing Division continues its active statutory role in various tax incentives program utilized by the City of Lansing. Including, but not limited to, the determination of functional obsolescence for OPRA and Brownfield Redevelopment eligible properties, and the administration of TIFA and Brownfield plans, OPRA, Renaissance Zone, and IFT exemptions, and PA425 agreements between the City of Lansing and surrounding townships. The Division handled changes resulting from the small parcel exemption from personal property in compliance with State statute.

This past year, the City and County entered into discussion about the potential for regional assessing provision by the County in the long-term.

Finance Operations Division

Angela Bennett, Finance Director
Randy Endsley, Accounting Manager

Division Description

The Finance Operations Division is responsible for financial forecasting and analysis, annual budget preparation, and budget monitoring. It also encompasses City accounting, payroll, retirement, accounts payable, grants, investments & banking, and financial reporting.

Activities, Challenges, and Accomplishments

- Preparation, communication, and adoption of the FY 2015/2016 budget
- FY 2014/2015 year-end close and audit preparation
- Participation in union negotiations
- Participation in the Financial Health Team and implementation of recommendations, including the creation of a Request for Proposals and Qualifications for a study and recommendations for the City's long-term pension and retiree healthcare obligations
- Compliance filing for the State's City, Village, and Township Revenue Sharing (CVTRS), formerly known as the Economic Vitality Incentive Program, to ensure receipt of revenue sharing

Anticipated Activities 2016 (other than budget preparation/monitoring and audit preparation)

- Implementation of performance-based budgeting
- Continued evaluation and implementation of Financial Health Team recommendations
- Continued participation in union contract negotiations
- Continued evaluation of strategies for addressing legacy costs
- Implementation of new retirement software
- Implementation of Affordable Care Act reporting requirements
- Staff training – accounting, accounts payable, payroll, and grant accounting/reporting

LANSING FIRE DEPARTMENT

Randy Talifarro, Fire Chief

The annual report of the Lansing Fire Department is submitted to the Mayor and Council by the Board of Fire Commissioners in accord with the Section 5-401.7 of the City Charter. A preliminary version of that report is included herein.



Lansing Strategic Goals

The Lansing Fire Department (LFD) is happy to play a part in the City of Lansing's mission by promoting a vibrant, safe, healthy and inclusive community that provides opportunity for personal and economic growth for residents, businesses and visitors. We do this by supporting our daily operations with a high level of training and equipment necessary to do our job. We will continue to pursue and facilitate shared services and regionalism in Metro Lansing. Current evaluation of our infrastructure will be targeted to support operations in an effective and safe manner. Infrastructure, assets, and deployment methods will ensure adequate and efficient response times within our city.

Purpose of the Lansing Fire Department

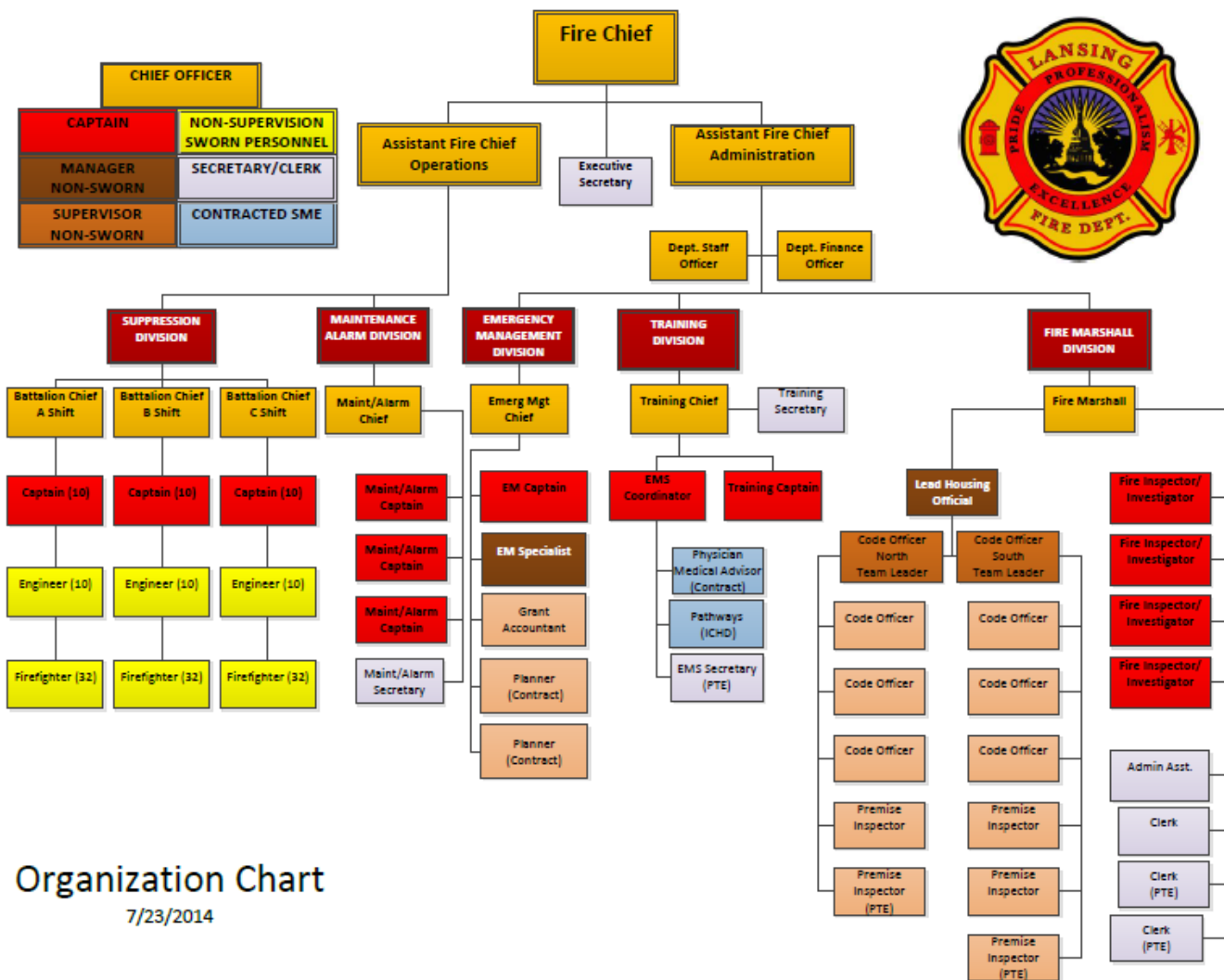
Our Mission

The Lansing Fire Department is committed to serving the Lansing Community with a high level of life and property protection. We achieve this by providing excellent and compassionate service in an atmosphere that encourages innovation, professional development and diversity.

Lansing Fire Department is a multi-faceted agency responsible for providing a wide array of emergency and non-emergency services. The department has six divisions that constantly strive to fulfill our mission statement. LFD prides itself on being a “full service department” providing an appropriate response to all phases of emergencies. The department responded more than 19,000 emergency incidents last year, a number that continues an upward trend each year.

LFD is the third largest fire department in Michigan. We staff six fire stations with 159 suppression firefighters, and an additional 34 fire department members that make up six divisions of the department.

- Administration
- Suppression
- Fire Marshall
 - Fire Prevention
 - Code compliance
- Maintenance
- Training
- Emergency Management



Organization Chart

7/23/2014

Activities of LFD

The Lansing Fire Department:

- Provides quick response and action to reduce or eliminate real or perceived emergencies.
- Fire Suppression
 - Emergency Medical Calls and Transports
 - Structure Fires
 - Vehicle Extrications
 - Water & Ice Rescue
 - Hazmat
 - Technical Rescue
 - Rope
 - Trench
 - Collapse
 - Tower
 - Confined Space
- Fire Prevention
 - Arson investigation
 - Plan Review
 - Safety Inspections
 - Fire Prevention Education
 - Code compliance
- Training
 - Provides EMS, fire safety, fire prevention, and other safety education to city employees and the Lansing Community.
 - Provides proactive and required training to the members of the fire department to develop a staff of nearly 195 full time fire department employees.
- Emergency Management is our direct link to FEMA and Homeland Security. This division Supports and Manages disasters/emergencies and many special events annually. They include:
 - Silver Bells
 - City Marathon
 - State of the City Address
 - State of the State Address
 - Common Ground
 - Fireworks (4th of July)
 - Dayglow
 - Concerts
 - Chili Festival
 - Other
- Since 2002 Lansing Fire Emergency Management has also been responsible for writing and managing all Homeland Security Grants and Assistance to Fire Firefighters Grant (FEMA).

- Grants supporting LFD operations
 - Home Land Security Grants
 - 2006 \$239,559
 - 2007 \$107,504
 - 2008 \$158,626
 - 2009 \$169,109
 - 2010 \$152,745
 - 2011 \$77,162
 - 2012 \$38,343
 - 2013 \$39,098
 - 2014 \$54,399
- Fire House Subs Grant
 - 2014 \$16,000 (Four Gas Monitors)
- Assistance To Firefighters Grant
 - 2004 \$159,690 (Training)
 - 2005 \$700,000 (Vehicle – Ladder truck)
 - 2007 \$701,491 (PPE, Health and Wellness)
 - 2010 \$109,088 (Generators for Fire stations, Cascade system, Fire Prevention)
 - 2011 \$231,647 (Cots, MDT's, Thermal Imaging Camera, MDT's, ICE rescue suits, rope rescue ascenders, Lighting, Hazmat four gas monitors)
 - 2011 \$2,279,256 (Hire back 8 laid off fire fighters – two year grant)
 - 2012 \$225,275 (Air exhaust system for each fire station, Training, MDT's, smoke detectors)
- LFD is also a leader coordinating and supporting shared services that provide increased protection to our citizens as well as those within Metro Lansing. We have initiated or participated in joined efforts as listed below:
 - Metro Chiefs Committee
 - Metro Shared Services Committee
 - Metro Training Consortium
 - Metro Technical Rescue Team (Urban Search & Rescue, Tower Rescue, High-Angle, etc.)
 - Metro Hazmat response Team
 - Metro Arson Investigation Team
 - Metro Active Violence Incident Response Team
 - Metro BlueCard Incident Command Training
 - Buffer Zone Protection Plan (Emergent Bio solutions)
 - Flood Plain Mitigation
 - USGS Flood Plain Modeling Grant program
 - Community Preparedness and Mitigation
 - Automatic Aid with surrounding departments
 - Region One Homeland Security Planning Board

FY 16 Direction & Accomplishments

- Changed to 3-platoon work schedule that allowed LFD to increase daily staffing by 3-firefighters
- Maintained staffing levels in all divisions (filling vacant positions in FPB, Training, EM, Maintenance)
- Purchased New Apparatus, Ambulance.
- Evaluated our infrastructure (fire stations) for energy consumption, efficiency, and Safety.
- Continued to evaluate the EMS service (delivery, rates, deployment) to provide a reasonable and customary service to the citizens.
- Evaluated Code Compliance processes and service rates. This will help improve consistency, accountability, and outcomes once completed.
- Re-organized Training Division to meet department training needs.
- Instituted Target Solutions Learning Management system to support record keeping and training.
- Worked with our medical biller to implement ESO EMS digital reporting and documentation to improve cost recovery
- Implemented the Blue Card Incident Command Training Program. This state of the art scene management certification program is recommended for entire department.
- Evaluated technology and how it is used within the department with a long term goal of eliminating redundancy, integrating technology to support sufficient record-keeping, DATA and trend analysis, and ensuring accountability.
- Continued to advance shared services, regionalism, and collaboration.
- Updated Lansing Fire website to create an informational and educational site for our citizens (a work in-process)
- Evaluated processes for better use of Social Media
- Inventoried fire department safety equipment and created replacement schedules for sustainability.
- Evaluated fire department data to determine long term response matrix and staffing levels (deployment [a work in-process]).

FY 2017 Goals

Goal 1: Assess the political and economic climate for a Metro Lansing Fire Authority

Goal: 2 Maintain the resources and equipment to effectively respond to all situations effectively and safely.

- Fill current and anticipated vacancies within the Lansing Fire Department Suppression, Fire Prevention, Code Compliance and Maintenance divisions
- Evaluate our emergency response (deployment) matrix for effectiveness and efficiency by purchasing a robust analytics system
- Look at new ways to be more efficient while continuing to deliver high quality service to the citizens through: expanded Automatic Aid, Joint Arson Task Force, Metro Special Teams, Emergency Management, Training, AVI incidents and resource sharing.
- Purchase new vehicles (Ambulances, Heavy Rescue or Ladder Truck, Engine)
 - Continue with the proactive approach of utilizing a vehicle replacement schedule for Ambulances (9 years re-chassis), Trucks (19 years) and Engines (16 years).
 - Evaluate the starting an apparatus replacement fund utilizing revenue generated by LFD.
- Evaluate the need for a fifth ambulance in service to support increasing medical transport needs within the City.
- Purchase 7-new electronic cots for our ambulances
- Purchase new EKG monitors for our ambulances (on a replacement schedule)
- Purchase replacement computers for our ambulances
- Purchase required Structural firefighting gear for new recruits and existing fire fighters (required by MIOSHA Part 74).
- Move forward with plans to rebuild or remodel aging fire stations (9, 2, and 8).

Goal 3: Ensure effective Leadership within all facets of the LFD.

- Continue to be the leader in Metro Lansing Shared Services and continue to look at ways to efficiently collaborate to improve emergency response and cost reductions (Authority).
- Start the process of accreditation for the Lansing Fire department through the Center for Public Safety Excellence (CPSE).
- Assess the mission of Code Compliance (i.e., Neighborhood Services [3-E's Education, Engagement, Enforcement])
- Re-evaluate/re-structure service delivery (hours/Days), service charges, and late fee rates in Code Enforcement to promote compliance
- Update Code Compliance Website with educational information and feedback for Landlords and Tenants.
- Inventory and document personal protective equipment (PPE) looking at average lifecycles creating replacement schedules that support current and future budgeting.

Goal 4: Maintain a skilled professional fire department workforce

- Expand Blue Card Incident Management Certification Training for LFD
 - Implement a Performance Management Organizational Tool (Tenzinga) that will ensure consistent high performance for our team.
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- Continually train our employees to professional and regulatory standards to maintain a highly educated first class fire department.
 - Evaluate our supervisory training using models that will train our officers to become effective leaders using various management skills and styles.

FY 2017 and the Future

Our number one goal is for each member of our workforce to go home safe and healthy after providing excellent service to our residents. We hope to accomplish this by proactively preventing work-related injuries, accidents and illnesses. This will be accomplished by adhering to our 2017 Goals and continually assessing the effectiveness of LFD operations.

Over the past five years (2010 - 2015) the LFD has realized a 21% increase in call volume. This equates to an increase of approximately 585 calls annually. As you can see in our Indicators document, our run volume increases are mostly related to medical calls which constitutes approximately 84% of our departments run volume.

In 2011, due to budget constraints, LFD reduced daily staffing, closed three fire stations, eliminated three engines and two ladder trucks, one Battalion Chief, one Safety officer and one ambulance from our response matrix. As the upward trend in medical calls continues, it is imperative we have access to real time data analytics to evaluate our daily staffing needs and how to best deploy our assets. This will ensure the best use of our resources, and the best response, to support Lansing Citizens and our Metro Partners for 2016 and beyond.

Response and Staffing

Recently, we have started evaluating our response strategies analyzing at how we respond to all calls within Lansing. This includes using the call volume of our ambulances, engines and trucks. This information will help us determine what rigs we use and how many are dispatched on medical calls, fire calls and for other emergency responses. We continue to look at and refine automatic aid with our partners seeking efficiencies and better ways to deliver service.

In 2016 we will be hiring new employees' replacing current and projected vacancies. In an effort to maintain a diverse workforce our staff has developed a plan that addresses: advertising, recruiting, job-posting, informational sessions, recruitment overtime, job fairs, recruitment supplies, written and physical ability testing, interview packets and background checks. Additionally, a budget was approved to outfit and train the new employees and purchase uniforms and structural firefighter PPE and training.

Regionalization and Consolidation

Metro Lansing partnerships show promise and support efficiency, accountability, and sustainability. Collaboration between the metro departments has resulted in cost savings by through joint purchasing and better utilization of resources throughout the area.

Over the past years we have joined forces with our technical teams, training, emergency management and special committees. In 2014 we instituted Automatic aid with Delhi Township and continue to move toward automatic aid with other partners. This also includes Dispatch changes within the new CAD system. These partnerships continued to grow in the last year with the addition of the Tower Rescue Team and Active Violence initiative.

Fire Stations

The Lansing Fire department has three fire stations are aging. These stations have reoccurring energy costs for which we budget \$265,000 annually. It is imperative we strive to reduce the "Carbon Footprint" of our stations. This can be accomplished by seriously evaluating the need to replace station nine and consider remodeling stations two and eight. The long term savings could be a decrease in future energy costs.

The need for more user friendly fire stations, for the citizens that utilize our service and our firefighters is a high priority. It is important that we have a plan to remodel or completely replace these three fire stations. A 2015 energy study completed by the BWL and Consumers Energy, as well as a Building Logix study 2016, found these stations with the most serious deficiencies. These studies focused on lighting, HVAC, and other energy efficiencies such as the need for motion sensing automatic lighting, and radiant heat system in our apparatus bays to reduce cost when doors open and close.

Station 9 built in 1954 (Two story)

Station 2 built in 1962 (Two Story)

Station 8 built in 1977 (Single Story, EOC in Basement)

Equipment

A new standard recommends that all ambulances will operate with electric cots to reduce back, shoulder and knee injuries for responders. This standard is slated to be instituted in Michigan in 2017. Today, because of the increase in medical calls annually our cots have become worn and require continual maintenance. They are virtually becoming less safe and may have contributed to injuries to our fire fighters. In the summer of 2015 our firefighters tested and evaluated various electric cots. The safety built into these cots have improvements that would likely decrease firefighter injuries from lifting patients saving our firefighters from possible back, shoulder and knee injuries. Over the past four years we have lost one firefighter to a back injury attributed to lifting a patient and another may also soon be added to this number. The cost to the city and employee was significant. These cots would reduce the frequency of injury and preventing one long term injury could pay for the cots. To support our front line response we would like to purchase seven new electric for our ambulances.

We will continue to evaluate our Personal Protective Equipment and attempt to put into place replacement schedules. This includes equipment utilized with EMS, fire suppression, hazmat, and technical rescue response. These are not only critical pieces of equipment but required by MIOSHA and NFPA. They are essential to do the job efficiently and safely. The five year CIP plan includes replacement of this equipment.

- Structural Firefighter ensemble
- Self-Contained Breathing Apparatus
- Cots
- 12 Lead EKG Monitors
- Thermal Imaging Cameras

Vehicles

An increased call volume has put more demand on our fire trucks. As the miles go up, so in turn does the required maintenance. From budget year FY 10 through present day the central garage has spent \$1,755,082 for repair and labor costs on our fleet (see appendix A). This included 1936 repair jobs to keep our fleet operational. Utilizing a replacement schedule would ultimately support the City garage with less maintenance costs on older vehicles and give them time to work on required general upkeep of the city fleet.

In 2014 we started to purchase a new line of ambulance. After nine years of service, these ambulances will re-chassis at 2/3 of the cost of a new one. This will eliminate the need to purchase new ambulances at a higher cost. To complete this process (replacement plan) we need to purchase one ambulance in each of the next five budget years. Starting in the year 2024, the first ambulance will start the re-chassis process.

We are currently operating with three ladder trucks of which two are front line as part of our response. Two of these ladder trucks were purchased in 1996 and the third in 2007. The use of these vehicles over the years has led to much wear and tear and recurring maintenance costs. Over the next four fiscal years we need to purchase 1-Heavy Rescue and; 1-Ladder while changing our deployment methodology. We will continue to look at grants that could support this to free up future CIP dollars for other important purchases. However, the fleet grant awards have become increasingly more competitive.

With increased medical calls, engine response also increased. In 2014 we purchased four new engines utilizing dollars from the 2014 millage. To fully support our response loads and maintenance requirements we would need to replace a 2002, 2004, and 2005 engine and put them in reserve status. Over the next five fiscal years we have also included these engines on the CIP schedule.

In summary, LFD accomplished many important things in FY-16. However, much work remains. Years of infrastructure purchase and maintenance delays, resulting from a weak State economy, must be addressed. As these challenges are addressed LFD staff will continue to work very hard to meet the needs and service demands of our community.

DEPARTMENT OF HUMAN RELATIONS AND COMMUNITY SERVICES

Joan Jackson Johnson, Director

- Housing Funding:
 - \$ 859,000 - City of Lansing FY15-16 General Funds directed to Housing and supportive services agencies
 - \$2,056,477 – Federal HUD FY14-15 Continuum of Care grant
 - \$ 166,686 - Federal HUD Emergency Solutions grant
 - \$ 337,379 – MSHDA/State Emergency Solutions Grant
 - \$ 33,800 – OVW 14-15 Elder Abuse Transitional and Emergency housing
 - \$3,453,342
- Plus CDBG, and DHHS Emergency Housing funds
- The Greater Lansing Homeless Resolution Network (GLHRN) is the Continuum of Care (CoC) for Lansing/East Lansing/Ingham County. **The 25 member agencies** engage in regional collaborative planning and work to end homelessness in our region.
- **CoC agencies provided homelessness services to 4,872 people in 2015, nearly a 4% decrease from 2014** – 42% of people assisted moved into housing, 1 in 4 adults were employed, and 1 in 5 increased their income by the time they exited from programs.
- **The Eviction Diversion Program of Ingham County** through the 55th District Court prevented homelessness for at least 292 households via settlement agreements this past year. The City HRCS Department provides partial funding for EDP mediation services.
- **Rapid Rehousing and Prevention Services helped 413 households get out of shelters quickly** or avoid homelessness by paying rental arrears or utilities to keep their housing.
- **HRCS worked with the Lansing Housing Commission, DHHS and FEC to help public housing residents prevent eviction** for 135 households affecting 317 adults and children. The estimated savings is projected at \$650,000. The cost to HRCS was under \$25,000.
- **HRCS helped 29 Beechfield households in this condemned property become re-housed** in safer and improved housing with basic household furnishings to prevent spread of infestation.
- **Shelter and Permanent Supportive Housing beds** were provided for 366 (Emergency Shelter), 76 (Transitional Housing) and 460 (Permanent Housing) households to provide shelter, basic needs, and/or a permanent home.
- **The Housing Assessment and Resource Agency (HARA)**, a centralized intake system for homeless persons, relocated to the HRCS Department in City Hall leading to improved client access and increased coordination with Continuum of Care agencies and HRCS.

- **HRCS outreach community events** such as the Lansing Community Connect, Kids Connect, Mobile Food Pantry, and School Break Feeding Program helped at least 10,000 “at-risk” citizens access food, medical or dental care, clothing and other necessities.
The Mobile Food Pantry served 6,804 households and 35,141 people in 2015
Lansing Community Connect served 518 households
Kids Connect served over 3,900 children
- The School Break feeding program provided a total of 2,800 bag lunches for Spring Break and the first week at the end of the school year (before the beginning of the summer feeding program). 500 family food boxes were provided to 500 families or 2,567 individuals for August and December School Break feeding program.
- **Collaborative partnerships with area agencies and businesses** such as the BWL, SEARS, Lansing Housing Commission, DHHS, Health Department, and other business sponsors supported HRCS outreach events that led to pooling of talents and resources to benefit local citizens.
- Community support generated through Kids Connect led to the **formation of Connect 4 Kids**, to facilitate assistance to kids in need by addressing services gaps for area children and their families.
- **HRCS funding for new initiatives** included the **Information Technology Empowerment Center (ITEC)**, a program to increase interest in STEM studies for children and youth in Lansing, especially the north side, and the **Capital Area Anti-Trafficking Alliance**, a network to provide and coordinate services for local human trafficking victims and increase community awareness.
- **HRCS Commission Police Investigator** oversaw 10 formal and 26 informal police complaints as well as 10 civil rights and Human Rights complaints. Several neighborhood/citizen/landlord-tenant complaints were also addressed.
- **HRCS EEO Specialist** reviewed 36 hiring processes, 16 construction projects for Prevailing Wage compliance, and 1 Fair Housing complaint.
- HRCS staff organized both **Dr. Martin Luther King, Jr, and Cesar E. Chavez events** to recognize their leadership and legacies of service. In 2015, the City of Lansing Chavez event became regional in cooperation with MSU’s Office for Inclusion and Intercultural Initiatives and the City of East Lansing. Both Mayors, City officials and MSU students attended.

DEPARTMENT OF HUMAN RESOURCES

Mary Riley, Director

The 2015 annual report of the Department of Human Resources is available online at:

<http://www.lansingmi.gov/media/view/HRRR/9291>

DEPARTMENT OF INFORMATION TECHNOLOGY

Chad Gamble, Interim Director

2015 was one of the busiest and most exciting years for the Department of Information Technology (IT). Mayor Bernero's goal and challenge in his 2015 State of the City speech "Lansing 3.0" was for City Departments to look at all facets of their operation, communication, logistics, and performance and find ways to improve them to offer better service to our customers. Almost all improvements that the City team have and will develop to answer this call will involve the IT Department

In addition to the advancements made and implemented by the IT Department, it was also the second year of technology infusion using the IT Bonds. These bonds, totaling over \$2 Million, were used for strategic capital technology upgrades that had been put off due to years of recession. The following report is a summary of the exemplary work by the IT Department over the past year assisting, collaborating and driving our partners and primary clients, the City Departments, in changing the way that we do business.

The IT Department is organized into three Divisions, Client Services led by Alan McCarrick, Infrastructure led by Jeff Geasler, and Project Management led by Laurel McDevitt. In most cases, all three divisions have worked collaboratively for the advancement of many of the major projects summarized below.

It has been my honor to work with this great group of Team members through this year of transformation and advancement in answering the call to upgrade the City's operating system to "Lansing 3.0!"

Respectfully Submitted: Chad A. Gamble, P.E. Interim Director of IT

Cityworks

For the past two years, the Public Service Department has initiated and implemented three phases of the Cityworks GIS-based asset management program. The IT Department, including the leadership of George Yarzabek, the Cityworks Administrator, has assisted in the coordination of all facets of the planning, implementation and support of this program. This program will allow the Public Service Department, and eventually other Departments, to move toward a paperless operation, proactive management and a deeper dive into data analytics.

Electronic Plan Review Software for Building Permits

Another software program that has helped reduce the amount of paperwork circulating throughout the City was Electronic Plan Review. This program eliminates the arduous task of distributing large amounts of paper construction plans throughout multiple departments in the City, including CATA and the Board of Water and Light. Now, site plans are provided electronically and distributed via email notification to the specific departments. This allows the collection of review comments to be stored and analyzed in a systematic and organized program. In addition, this will increase the City's customer service to developers and consultants as all design firms previously needed to drop off plans to our office. Now, they simply submit the site plans electronically.

IT Bond Deployment

The \$2.0 Million Bond was a game changer for the City's overall technology position. The City was behind the curve in technology innovation, hardware replacement and software upgrades. Below is a summary of the technology success stories.

1. Bond Work Station Replacements. This project is nearing completion and provides the most visible evidence of the success and need of upgrades. At project completion over 300 desktop or laptop computers were purchased and installed. Other upgrades also included replacement and or additional monitors and other various hardware devices.
2. Another transformational project funded by the Bond was the planning and beta testing of the OnBase Contract Routing Workflow. This project will allow one of the most time intensive and hard to manage processes in the City to be managed and eventually stored electronically. This project will save hundreds if not thousands of hours in operational/processing time alone. Through this project the OnBase software was upgraded from version 10 to version 15. This project will go live in the first quarter of 2016.
3. To better secure access required by vendors and City staff for business operations, and to provide additional security for internet exposure, the IT department installed new Checkpoint firewalls.
4. The Lansing Police Department (LPD) was provided with several months' notice that the 911 center was changing some of their dispatch software protocols. Upon analyzing replacement versus patching and/or upgrading, it was determined that the most cost effective way to address these new protocols was to replace the old computers. The replacement of computers was escalated to a critical need. IT staff worked with LPD Team members in the coordination and logistics of the deployment and installation to strategically replace the in-car computer hardware.
5. Other miscellaneous achievements due to the bond were
 - a. Replacement of existing Core Network Switches
 - b. Replacement of Edge Communication Switches
 - c. Desktop Virtualization
 - d. Mobile Device Management

Other strategic business improvements implemented by the IT Team

- Password Reset Tool
- Fire RMS upgrade and interface to ESO
- IFAS Test Environment Upgrade and Affordable Care Act (ACA) compliance reporting
- InfoTrak upgrade for LPD (LRMS)
- Established a remote Backup Datacenter in the event of a catastrophic failure of the primary datacenter
- Created SharePoint server for LPD
- Implemented Symantec Cloud Email Security Solution

DEPARTMENT OF PARKS AND RECREATION

Brett Kaschinske, Director

The Department of Parks and Recreation creates community through people, parks and programs. The mission of the Parks and Recreation Department is to enhance lifestyle opportunities for the citizens of Lansing through the provision of leisure time activities, and the preservation and maintenance of park lands and special recreation facilities. The Department accomplishes this mission in the following ways:

- organization of youth, adult, and senior citizen recreational programming in parks, community centers, schools, swimming pools, nature center, and historic home;
- regular maintenance of all parks and natural areas owned by the City of Lansing, including maintenance of Lansing's urban forest areas through regular cycles of tree planting, fertilization, and trimming;
- providing public golfing opportunities at Groesbeck Golf Course which support recreational and league play in the area;
- providing burial services and cemetery maintenance at the City's three municipal cemeteries;
- supporting youth through the teaching of life-skills through The First Tee of Mid-Michigan program at Sycamore Creek Golf Academy
- provision of special recreation facilities such as Ranney Skate Park, Soldan Dog Park, Gier Park BMX Bicycle Track, Cooley Gardens, Frances Park Rose Garden and the Lansing River Trail linear park.
- sustaining working partnerships with the Lansing School District, Ingham County Parks and Recreation, Michigan Department of Natural Resources, Michigan Natural Resources Trust Fund, Michigan Department of Transportation, Lansing Community College, Capital Region Community Foundation, Michigan State University and various community banking organizations.

The Department receives advisory support from the citizens of Lansing by encouraging their involvement in the following citizen groups: City of Lansing Parks Board, Friends of Turner-Dodge, Fenner Conservancy, the individual Community Center advisory boards and their youth advisory boards, the Baseball and Softball advisory boards and neighborhood park "Friends" groups. The Department provides support in policy decisions regarding recreational options and facilities to the Mayor and City Council.

The Department of Parks and Recreation has had an exceptional 2015. The Department and Park Board held seven public meetings to receive input from the citizens of Lansing to assist with the production of the 2015-2020 Parks Master Plan to be filed with the Michigan Department of Natural Resources.

Every five years, the citizens of the City of Lansing are asked to approve one (1) mill of property taxes to operate and maintain the City's parks and recreation system. The Lansing Park Millage is used for park and

playground improvements, as well as matching funds for state and federal grant programs. In August 2015 the citizens of Lansing approved the millage with a 69% approval rate.

The Department applied for and received two (2) grants totaling \$40,000.00 to benefit the three centers offering an afterschool program which provides supervised activities for children grades kindergarten through 6th from 3:30 to 6 p.m., Monday through Friday.

The Lansing Parks and Recreation Department has made substantial upgrades to Frances Park over the past year. Frances Park is Lansing's premier park and hosts not only reunions, open houses, company picnics, but is also a very sought after wedding venue. The improvements made over the year included a new roof, concrete walks and interior paint to the pavilion, as well as a new pergola. There has also been extensive revitalization of current landscape and replacement of many expired plants and trees to reformatify the park back to an early development stage allowing for years of growth.

Lastly, in a true sense of a great example of private money, city money and grant money being combined for a project Beacon Soccer Field was built. Located in Ferris Park, within the shadow of the Capitol in downtown Lansing, Beacon Soccer Field provides Lansing's youth a no-cost facility to play drop-in recreation soccer. Embodying the inclusive nature of the game at its most grassroots level, Beacon Soccer Field is the only field of its kind offering free play in Lansing's urban core.

DEPARTMENT OF PLANNING AND NEIGHBORHOOD DEVELOPMENT

Bob Johnson, Director

The Organization:

The Planning and Neighborhood Development Department consists of five separate divisions: The Administration Section, Building Safety Division, Planning Division, Parking Services Office, and Development Division.

Divisions that are primarily “non-General Fund” are Building Safety, Development, and Parking Services.

Building Safety is operated as a Special Revenue Fund, per State Law. The traditional allocation of Community Development Block Grant Program, HOME, and the Emergency Solutions Grant Program are federally funded programs, administered by the Development Division. In addition to these programs, the Development Division the Floodplain Abatement FEMA and Blight Elimination – Hardest Hit Funds programs.

The Parking Services Office encompasses the operation of the parking system. Parking Services Office provides economical parking options for downtown workers and visitors. The Parking Services Office also assists in the economic growth of downtown Lansing by securing properties initially used for parking and that have been used for future development.

The primary objective of the Planning and Neighborhood Development Department has been to stabilize the City's economic base, and, through continued planned and directed development, “grow” that base to a level capable of providing continuous support for the City's services and infrastructure. ***The direct service missions of the Department include Zoning, Planning, Building Safety (building, plumbing, electrical, mechanical, and plan review and inspections), Homeownership Assistance, Homeless Assistance.***

Housing and neighborhood improvement activities and coordination are primarily handled under the City's Community Development Block Grant (CDBG) and various federal and state housing assistance programs. Planning functions include comprehensive planning, site plan review, flood plain review, zoning review, historic preservation, public improvement and economic development projects and activities.

Finally, the Department supports the Planning Board, Zoning Board of Appeals, Historic District Commission, Demolition, Plumbing, Mechanical and Electrical Boards, the Building Board of Appeals. The Department also assists the Mayor and Council in policy-making roles.

The Department has worked very closely with the Ingham County Land Bank Fast Track Authority (“ICLBFTA”) to bring non-contributing property back to a productive use

FY 2015 ANNUAL REPORT

DEVELOPMENT OFFICE

The Development Office is responsible for managing federal community development entitlement funds on the local level. The Office promotes safe, energy efficient affordable housing opportunities for all Lansing residents, plans and manages programs that benefit families with low and moderate income, fosters economic development, and supports citizen led initiatives that create and sustain safe, attractive neighborhoods.

In FY 2015, the Office continued to administer programs using federal entitlement dollars including:

Down Payment Assistance: Eligible homebuyers may receive up to 6% of acquisition costs.

Homeowner Rehabilitation: Eligible home-owner occupants may qualify for rehabilitation loans to bring a home into compliance with code and weatherization.

Emergency Housing Repairs: Eligible owners or occupants may qualify for assistance to address a housing emergency that threatens the safety of the occupants or will cause immediate damage to the property.

New Construction and Rehabilitation: The Office is responsible for constructing or rehabilitating housing units, sometimes in conjunction with our non-profit partners, with a goal of providing homes to eligible homebuyers.

In coordination with our non-profit partners, we provided homeownership counseling and education, neighborhood clean ups, Parks and Recreation Department programs, home repair classes, tool lending programs, community safety, and employment training.

The Development Office was an active participant in important community based committees, including the Greater Lansing Homeless Resolution Network (the "Continuum of Care" for Greater Lansing), the Power of We, and the Community Economic Development Network. Through these networks we are able to inform other impactful organizations on, and stay informed on, important development and community needs.

In addition, FY 2015 was a year of successful endings and new beginnings for a number of initiatives.

Lead Safe Lansing: The Lead Safe Lansing Program utilized funding made available through the Department of Housing & Urban Development (HUD) to make housing units lead safe for both owner-occupied and rental units within the City limits. Over 100 homes were made lead safe. This program closed in October 2014.

FEMA: The Office closed the FEMA grant for the period ending March 2015. Through this grant, the Office was responsible for acquiring and demolishing homes. While this FEMA grant program closed, the Office continues to look for more grant opportunities to acquire and demolish properties located in the flood plain.

Hardest Hit: The City of Lansing and Ingham County Land Bank received \$6 million in federal funding to administer the Hardest Hit Blight Elimination Program. The funding for this program comes from the U.S. Department of Treasury's Hardest Hit fund and is being administered in Michigan by the Michigan State Housing Development Authority (MSHDA). While only 4 homes were demolished in FY 2015, the program continues and is expected to ultimately demolish approximately 240 blighted homes by the time it ends in 2016.

Neighborhood Resources Coordinator: In an effort to strengthen and revitalize neighborhoods, the Office funded the new Neighborhood Resources Coordinator position. This position is responsible for outreach to neighborhoods and neighborhood organizations and coordination of activities to encourage sharing of ideas to improve neighborhoods. The Neighborhood Resource Coordinator organized the Love Your Block Workgroup.

LiNCS (Leaders in Neighborhood and Community Service): Meetings are held three times each month to bring together neighborhood leaders, City of Lansing leadership, and community based organizations to share ideas and resources to improve Lansing neighborhoods.

Cities of Service: The City of Lansing applied for membership to Cities of Service International Coalition in early 2015 for an opportunity to boost outreach and build stronger neighborhoods. The City of Lansing was awarded membership

in both the Coalition and the Love Your Block Initiative, which became a pilot program for the City Hall AmeriCorps VISTA program. The City of Lansing received \$30,000 plus two AmeriCorps VISTAs for three years to focus on neighborhood revitalization.

Accomplishments	FY15
Applications	35
Homeowner Rehab Units Completed (including with GLHC)	12 units
Rental Units Completed	6 units
New Construction Units Sold (HOME and NSP)	3 units
Single Family Homes rehabilitated and sold (with ICLB/Habitat)	9 Homes
Homeless Shelters Assisted	7 Shelters
Total Households Assisted (by any program)	201 Total Households Assisted by any program
Energy Fitness Assistance	98 Households
Down Payment Assistance (HOME and NSP)	18 Households
Neighborhood Cleanups	2 clean-ups
Micro-Enterprise Trainees/Jobs created	6 trainees, 17 jobs created
Contractor Disbursements on projects completed in 2015	\$1,729.660
Nonprofit payments	\$214,021
Lead Safe Units Completed	40 units made leadsafe
Lead Paint/Risk Assessments	21 Homes assessed for lead paint hazards
Home Maintenance Class Participants	320 offered
Businesses Assisted	11 Businesses assisted
Housing & Neighborhood Improvement Events	64 Events
Fair Housing and Equal Opportunity Activities	2 Activities
FEMA Property Acquisition	4 Properties
Neighborhood Organizations Assisted	30 organizations
Financial Counseling Provided	1,500 participants
Blighted Properties Demolished (with ICLB/Hardest Hit)	4

CDBG	Federal Funds	HOME	ESG	LEAD	FEMA	Total
\$1,864,490	FY 15	\$547,387	\$166,686	\$1,134,572 (Multi-year grant closed 10/14)	\$234,295 (Multi-year grant closed 3/15)	\$3,947,430

PLANNING OFFICE

The Planning Office provides comprehensive, long- and short-range planning services to residents, neighborhoods, businesses and industry. It is responsible under state law, local ordinance and the City charter to process, analyze, and provide recommendations to the Planning Board, Board of Zoning Appeals, Historic District Commission and various other City boards & committees regarding land use control and capital improvement requests. The Planning Office also provides zoning, land use, flood plain, historic preservation and other types of information to the general public; approves building permits, demolition permits, sign permits and a variety of licenses for compliance with the Zoning and Sign Codes.

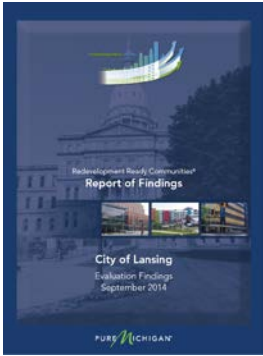
The following are highlights of the Planning Office activities during the calendar year 2015.

Design Lansing Form-Based Code (FBC) Project

Phases 1 and 2, which focus on neighborhood business centers, institutional building reuse, and commercial corridors, have been completed in draft form, unveiled at a City Hall on the Road, and forwarded to the City Attorney. They will be reviewed by the Planning Board and proposed for adoption early next year. Phase 3, covering the downtown area, special districts, and residential neighborhoods, will be the focus for 2016, and will complete the FBC project.

The FBC is a multi-year project that addresses the appropriate code changes to make Lansing's vision a reality.

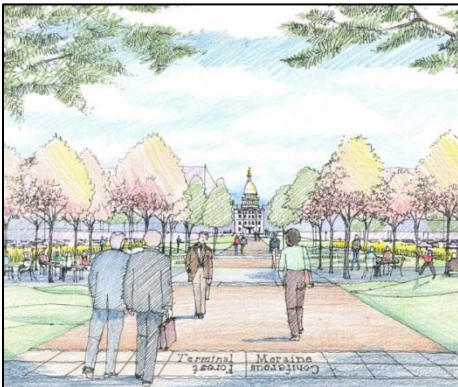
Form-based codes are among the most effective means for achieving the priorities of Lansing residents, who called for transformational change to our commercial corridors and business districts.



Redevelopment Ready Communities (RRC)

In November, 2014, City Council passed a resolution affirming Lansing's participation in the *Redevelopment Ready Communities* (RRC) program. RRC certified communities receive priority status for MEDC and Michigan State Housing Development (MSHDA) funding, and will be marketed along with their priority development sites through MEDC channels.

The Planning Department, with assistance from LEAP, spearheaded work on meeting the RRC certification requirements. Lansing is now all but certified, with the 6-year Capital Improvements Program being the only remaining requirement.



Greening America's Capitals.

In May, 2015, the Environmental Protection Agency released the Greening America's Capitals report, which focuses on the area between the Hall of Justice and Vietnam Memorial to the west, and the Hannah and Ottawa buildings to the east.

The report contains schematic designs for placemaking improvements to the Capitol area. The schematic plans incorporate green infrastructure and renewable energy technologies in the context of a new urban park space, connected by pedestrian walkways to nearby neighborhoods, businesses, and institutions.

This site currently has 838 surface parking spaces, most of which would need to be relocated for the project to be implemented.

The report is the product of a three-day charrette with a team of designers and stakeholders, including staff from the City of Lansing, the State of Michigan, and the EPA. It is available on-line at:

http://www.lansingmi.gov/media/view/Greening_Americas_Capitol/8431.

This project is the first step in a collaborative approach to create a Capitol mall that is uniquely Michigan.

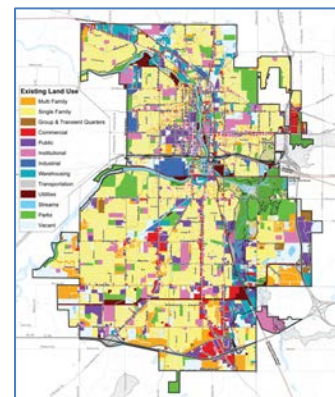
Permit & License Review.

Planning Office approval is required for the issuance of sign, demolition, and building permits. Forms for these permits are available on-line at: <http://www.lansingmi.gov/pnd/planning/forms.jsp>.

The Planning Office works with the Building Safety Office to provide the most expeditious and efficient service to the public. Planning staff reviews approximately 1,400 permits annually.

Many permits require Planning Board and/or Council approval before they can be issued. In 2015, the Planning Office staff reviewed and processed the following:

- 6 Rezoning and 8 Special Land Use Permits, including:
 - ◇ 3165 E. Michigan Avenue (Sky Vue) - Rezoning from “F” Commercial & “J” Parking Districts to “E-1” Apartment Shop District to permit the construction of a 9-story building that would have first floor retail/office uses, 313 upper level residential units and a 625 space parking ramp. Special Land Use Permit to permit construction at this location in the 100 year floodplain.
 - ◇ 4209 S. Pennsylvania Avenue, Special Land Use Permit to allow an experimental research laboratory.
 - ◇ 2801 E. Michigan Avenue (Feldman Automotive), Special Land Use Permit to permit the construction of 3 new buildings with related site improvements within the 100 year floodplain.
 - ◇ 200 W. Edgewood Blvd. (Vista Springs Living Center), Special Land Use Permit to a new, 28-bed residential care facility building (home for the aged with a focus on memory care).
- Sixteen Act 33 Reviews.
- Eleven Zoning Variances.
- Thirteen Lot Splits.
- Nineteen Lot Combinations.
- 29 Site Plans, including:



- ◇ Sparrow Hospital Cancer Center & Parking Ramp
- ◇ General Motors Grand River Assembly Plant Body Shop Addition

- ◇ Sky Vue, 3165 E. Michigan Avenue (currently in review)
- ◇ Jackson National Life Remote Data Center, New building at 2005 Seager Street
- ◇ Feldman Automotive, New buildings and related site improvements at 2801 E. Michigan Avenue
- ◇ Michigan Association of Broadcasters, 810 W. Ottawa, New office building
- ◇ New phase of College Fields

All liquor licenses, cabaret licenses, second hand dealer licenses, wrecker licenses and vehicle dealer licenses are also approved by the Planning Office before they can be issued by the City Council and/or City Clerk's Office. The Planning Office staff reviews approximately 200 licenses annually.

All rental registration applications must be approved by the Planning Office for compliance with the Zoning Ordinance before they can be issued by the Code Compliance Office. The Planning Office staff reviews approximately 2,000 rental registrations annually.

Planning Office staff resolved more than 200 zoning violations throughout the City. This involved writing violation letters, working with property owners/tenants to find solutions to the problems and working with the Code Compliance Officers and the City Attorney's Office to prepare citations and court cases as needed.

Regional Presence.

Planning Office staff has served as a longtime steering committee member for Tri-County Regional Planning Commission's Regional Growth Initiative. We also work with the Commission on the *Urban Sustainability Accelerator*, a project conducted in partnership with Portland State University.

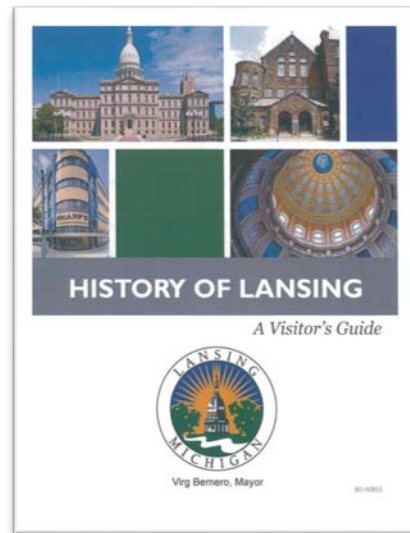
Additionally, the Planning Office represents the City in these standing TCRPC committees:

- Urban & Rural Service Management committee, which is working toward an urban service boundary to control sprawl in the immediate Lansing area.
- CARTS, which has completed its 2040 Regional Transportation Plan, and reviews transportation project applications in accordance with this plan.
- Groundwater Management Board, which promotes stewardship of the groundwater in the Tri-County area.
- Lansing Wellhead Protection Team, which focuses on the safety of Lansing's water supply.

Historic Preservation.

History of Lansing – A Visitor's Guide is a 30-page booklet that features 57 historic sites in Lansing. Most of these sites also feature Michigan Historical Markers, which provide insights into Lansing's rich history. A tri-fold brochure supplements this booklet.

These documents will be ready for publication early in next year.



PARKING SERVICES OFFICE

The parking system is an enterprise fund and continues to provide on-street and off-street parking services to employees and visitors to the City of Lansing. The Parking system manages 2,166 on-street parking meters, 2,476 parking spaces in our ramps and 1,254 parking spaces in our surface lots; this includes enforcement, ticket and permit processing and special event services. These services are currently provided by City staff however we are continuing efforts to streamline and automate processes.

In 2015 the Parking System:

Created angled parking and installed 4 new LUKES (on-street pay stations) on 100 N. Washington Avenue

Provided parking to approximately 3,000 permit and 15,600 hourly parkers on a monthly basis.

Maintained and collected 2,166 on-street meters.

Continued preventative maintenance in our parking facilities

Partnered with the Lansing Lugnuts to provide parking for their new Conference Center the View.

Redesigned the entrances and exits of the North Capitol ramp to improve safety and the flow of traffic.

Completed landscaping around Lot 1, 21, 37 and the perimeter of South Capitol ramp (Lot 3)

Installed LED lights in North Grand ramp

Purchased LED lights for the Townsend ramp

Striped parking stalls on Washington Avenue and the side streets (Ottawa, Michigan, Allegan & Washtenaw)

Striped the handicap parking stalls and installed new handicap signs in Lot 19 at the Lansing Center.

Sponsored the parking for Silver Bells.

BUILDING SAFETY OFFICE

The staff of the ***Building Safety Office*** is responsible for reviewing construction documents, the issuance of building and trade permits, and field inspections of all new construction and remodeling in the City of Lansing to ensure the construction meets the requirements of the Michigan Building Code. The purpose of the code is to establish the minimum requirements to safeguard the public health, safety and general welfare through structural strength, means of egress facilities, stability, sanitation, adequate light and ventilation, energy conservation, and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to firefighters and emergency responders during emergency operations.

Building Code enforcement can have a major influence on the economic well-being of a community and the safety of its citizens. The thirteen member staff of the Building Safety Office continues to ensure that construction activity meets the requirements of the family of State Construction Codes.

Leveraging Technology: The Building Safety Office has instituted online trade permitting, inspection requests, and electronic plan review. This provides better service to the public, contractors, and the design community through the City's AccessMyGov web portal. Further, beginning January 1st 2015 the Building Safety Office began keeping permit records electronically; this lowers storage costs and provides for more efficient document retrieval for FOIA and other information requests.

Permits - In total, there were 6,438 permits issued. The following table represents the number of permits issued in the last five fiscal years.

	<u>FY2015</u>	<u>FY2014</u>	<u>FY2013</u>	<u>FY2012</u>	<u>FY2011</u>
Building	1,586	1,529	1,384	1,586	1,719
Electrical	1,540	1,734	1,214	1,230	1,342
Mechanical	1,713	1,585	1,608	1,600	1,496
Plumbing	1,401	1,834	1,332	1,538	1,473
Sign	86	110	77	66	85
Demolition	<u>112</u>	<u>103</u>	<u>90</u>	<u>135</u>	<u>124</u>
Total	6,438	6,895	5,705	6,115	6,239

Neighborhood Investment - During FY2015, 1,139 permits were issued for new homes, additions, re-roofs and siding and other repair/improvement projects throughout the City with a total valuation of \$17,224,453.00. There were 25 new single family homes constructed in FY2015. In the *first five months* of FY2016, twenty two (22) permits for new single family residences have been issued.

FY2015 – 25 new single family dwellings with a construction value of \$8,336,850.00

FY2014 – 22 new single family dwellings with a construction value of \$6,500,665.00

FY2013 - 42 new single family dwellings with a construction value of \$9,936,926.00

FY2012 - 41 new single family dwellings with a construction value of \$7,641,706.00

FY2011 - 20 new single family dwellings with a construction value of \$4,293,120.00

FY2015 - 13 single family additions with a construction value of \$544,121.00

FY2014 - 21 single family additions with a construction value of \$526,599.00

FY2013 - 29 single family additions with a construction value of \$1,152,331.00

FY2012 - 24 single family additions with a construction value of \$2,706,585.00

FY2011 - 33 single family additions with a construction value of \$844,646.00

FY2015 - 624 single family tear off and re-roofs with a value of \$ 3,565,127.00

FY2014 - 620 single family tear off and re-roofs with a value of \$3,819,188.00

FY2013 - 515 single family tear off and re-roofs with a value of \$2,849,495.00

FY2012 - 656 single family tear off and re-roofs with a value of \$5,519,314.00

FY2011 - 653 single family tear off and re-roofs with a value of \$3,577,386.00

FY2015 - 65 residential siding permits with a value of \$ 379,740.00

FY2014 - 63 residential siding permits with a value of \$449,927.00

FY2013 - 77 residential siding permits with a value of \$549,937.00

FY2012 - 104 residential siding permits with a value of \$518,125.00

Permit Issuance FY2015

- The office issued a total of 6,438 permits.
- The Plan Review Division reviewed, approved and issued 425 commercial permits in FY2015 for construction work within the City.
- A total of 213 formal and 212 informal commercial plan reviews were completed in FY2015. In addition staff reviewed 29 site plans in FY2015.
- The Building Safety Office issued 1,161 permits for residential construction. Twenty five (25) permits were issued for new single family construction.
- A total of 86 sign permits were issued
- A total of 112 demolition permits were issued.
- The Electrical Division issued 1,540 electrical permits.
- The Mechanical Division issued 1,713 permits.
- The Plumbing Division has issued 1,401 permits.

Other Activities of the Building Safety Office include:

- Preconstruction meetings with Developers, Design Professionals, and Contractors.
- Staff participation on committees and other Organizations:
 - Architecture Technology Advisory Committee member. This committee directs curriculum development for the architecture program at Lansing Community College
 - Board Member of American Association of Electrical Inspectors
 - President, Mechanical Inspectors Association of Michigan

– Board Member Plumbing Inspectors Association of Michigan

- Registration and certification

The Building Official, Field Inspectors and Plan Review staff continue to attend educational seminars to earn State of Michigan ACT 54 credits that are required to maintain their registration as inspectors.

The ten of the eleven Inspectors in the Building Safety Office, including the Building Official, Plan Reviewers, Building and Trade inspectors, are nationally certified by the International Code Council.

- ISO Rating

The staffing levels, staff expertise (as demonstrated by national certifications), and professionalism have earned the BSO an Insurance Services Organization (ISO) rating better than the State average and several of the surrounding jurisdictions. The ISO rating of 3 earned by the BSO directly contributes to savings for every property owner and business on the cost of property insurance.

- Liquor Licenses

The BSO supports the State of Michigan by providing investigative services in regard to licensing complaints and inspection services for liquor license transfers.

- Boards

The BSO staff provides technical expertise and supports the Building Board of Appeals, Electrical Board of Appeals, Mechanical Board of Appeals, and Plumbing Board of Appeals.

Assistance to Other Departments

- The BSO supports the City Attorney by providing expert witness services and Freedom of Information Act document search, retrieval and reproduction.
- The BSO provides inspection services and technical expertise and assistance to the Development Office, CDBG rehabilitation programs.
- The BSO provides permitting and inspection services for the Zoning Office in the administration of the Lansing Sign Code.
- The BSO assists the Fire Marshal's Office with plan review, occupancy classification, and the setting of maximum occupant load in assembly occupancies. The BSO provides inspection services in conjunction with the testing and operation of automatic fire suppression and fire alarm systems.
- The BSO supports the Lansing City Clerk by providing inspection services for Cabaret License issuance and renewals as well as liquor license transfers.

LANSING POLICE DEPARTMENT

Mike Yankowski, Chief of Police

The annual report of the Lansing Police Department is submitted to the Mayor and Council by the Board of Police Commissioners in accord with the Section 5-301.7 of the City Charter. A preliminary version of that report is included herein.

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GRANTS

In 2014 the Lansing Police Department (LPD) was awarded a COPS Hiring Program Grant funding a percentage of salaries for 5 additional Police Officer Positions. In addition to this new grant, LPD continues to receive funding for Metro, CARE, Elder Abuse, Automobile Theft Prevent Authority (ATPA), and Justice Assistance Grants (JAG).

TECHNOLOGY

The Lansing Police Department implemented several technology projects in 2015. The biggest project was the research and field testing of body-worn cameras (BWC). The Department conducted a field test of the three major providers of BWC for approx. 60 days this summer. We tested three brands of body worn cameras (L3, Digital-Ally and Taser). All are similar in function and cost. A group of officers tested each of the brands - the selected officers were from the Traffic Unit and Platoon Three Uniform Patrol workgroups. 14 total cameras were part of the field testing. The field testing looked at a number of areas such as: ease of use, wearable, durability, battery life, uploading and file handling. Once the testing was completed, the officers provided feedback about the devices. The vendors were invited to present to the leadership team and discuss the pros and cons of their product. Based upon LPD's pilot project and lengthy national research, LPD has chosen the TASER/Axon product as best overall system to meet the needs of the department. In December, LPD purchased 120 body-worn cameras which will be deployed to all road patrol officers and supervisors in February of 2016.

LPD also replaced all of its in-car computers (67) in 2015. This was due to the fact that the Ingham County 9-1-1 CAD system was switched over to a new system and that meant LPD's current in-car computers were outdated and no longer compatible with the new Ingham Co. 9-1-1 system.

Another significant technology project deployed in 2015 was the use of Crime View Dashboard. Crime View provides a dashboard which can be accessed from an internal computer. It provides an instant snapshot of current crime activity. This integration from multiple sources allows for the rapid assessment and dissemination of critical information throughout the organization.

Each user can tailor reports or information for their specific need or assignment. The system allows for more timely analysis and more efficient deployment of resources. Crime Mapping is another Crime View feature used by our organization. This provides the citizens of Lansing the ability on line to obtain valuable information about what is happening in their neighborhood. Lansing Police Department social media program was implemented in 2014. This social media connection was further enhanced in 2015 with our ability to communicate and interact with the public. Currently, Facebook has 2,700 likes and Twitter has 1,100 followers. Both outlets give information on wanted persons, traffic advisories and provide tips on events like Silver Bells, Common Ground, and the 4th of July. It is the goal of the Lansing Police Department to stay current in the growing field of technology. We strive to provide technology for employees to perform their jobs more safely and efficiently and also provide the best service possible to the citizens of Lansing. Listed below is technology areas in which the Lansing Police Department has implemented and/or continues to work towards.

- Expanding Social media (Twitter/ Facebook)
- Implemented Field Base Reporting, Officer's can access the Records Management System and write reports in their Police vehicles.
- Hotsheets and Contact Card reports through IIQ query which can also be accessed in the Police vehicle.
- Researching the State Wide Records Management System. This system would provide state wide information exchange. It would also allow a multi function integrated system for which we currently have individual systems.
- New LPD INTRANET through Sharepoint
- Computer Access: Pawn slips, traffic crashes, TALON, Crime Mapping, Polycom Video Arraignments, pawn and browser-based records(BWI)
- 2015 County 911 moved to a new Tri Tech CADsystem. This requires LPD to move to a new mobile system.
- Add Public video surveillance cameras
- Lansing School District and Lansing Housing Commission video project
- Upgraded modems in patrol cars, updated printers
- Mobile Video Recording (MVR) – An in-car camera system for patrol vehicles implemented download access point at Ops Center.
- The Detention unit has been working with 54-A District Court in providing more video arraignments along with working with Ingham County Jail in attempt to also have them provide the video arraignments which reduces the need to transport
- 425 Agreement and equipment installed at Airport
- EOC Expanded Capabilities
- Twelve continuous years of analysis and interpretation of traffic stop data (in one year increments)
- Ingham County Regional TIC Consortium
- LPD participation in EOC meetings, training & scenarios
- Attend meetings for the Emergency Alert System (EAS)
- Implementation of Code Red System
- Continued partnership with the Michigan Intelligence Operations Center (MIOC) – Fusion Center
- Accessing Public Business Cameras (CATA, State of Michigan)

COMMUNITY OUTREACH

The Lansing Police Department promotes community outreach and engagement by partnering with other City departments and various community organizations. These efforts are designed to improve the lives of the citizens of Lansing by bringing together people of all ages and backgrounds to participate in community awareness activities and promote the public interaction.

- Community Services Unit - Officer Penni Elton is responsible for approximately 192 neighborhood watches and 99 business watches, neighborhood watch meetings, and neighborhood watch Training programs
- MLK Jr. Memorial Observance
- NAACP Banquet
- Crime View for the public
- Susan B. Komen 5K Run
- Join the Team
- On-line crime reporting for the public
- Keystone Kops
- PACT 360
- Special Tactics and Rescue Team (S.T.A.R.T.), Canine Unit and the Capital Area Dive Team provided information and equipment displays for community picnics at many school events, neighborhood picnics, City Employee Picnic and the Boy Scouts
- Ride-a longs for/between LPD Officers, Code Compliance Officers, Pastors, Friend of the Court, Probation Officers and the public
- Honor our Heroes Blood Drive and Red Cross Fund-Raising Breakfast
- Old Newsboys
- Law Enforcement Torch Run
- Capital Area Polar Plunge

Crime Stoppers Program & Breakfast

- Food Movers
- Dispute Resolution Programs with City Human Relations
- Westside Community Picnic
- Westside Crime & Safety Committee
- Police Athletic League (P.A.L.) Golf
- LEAF (Lansing Education Advancement Foundation) and Oasis Center
- Domestic Violence Candlelight Vigil
- Education on drug use, bullying, gangs, bus-related traffic laws and tobacco use, alcohol use, Safe Prom Initiative and Town Hall meetings for underage drinking
- TRIAD (Seniors Community & Law Enforcement) Programs: TRIAD, No Seniors Without Christmas, TRIAD Senior Prom, TRIAD Adopt-a-Senior
- Downtown Lansing Inc.
- South Lansing Business Association
- HOPE Connections, Lansing Promise and the LCC Foundation Annual Breakfast, Annual Dinner, LCC Leadership Academy at Lansing Community College, Todd Martin Development Fund Tennis Classes
- G.R.E.A.T .Program
- Shop With A Cop
- Victim Advocates Program
- School to Prison Community Pipeline
- Community Mental Health Open House
- First Day of School Kick-Off
- Bea Christy Awards

Guru Namak Sikh Day Parade and Festival

- Neighborhood Picnics
- Pride Parade
- Detention Officer Informational
- Self-Defense Awareness Classes
- C.A.R.E.
- Feed the Children for Spring Break in conjunction with City of Lansing Human Resources Division
- Grand Slam School Day at Cooley Law School Stadium
- Blue Light Players
- Boys and Girls Club Steak and Burger Dinner
- Team Policing and Problem-Solving
- Board of Water & Light Chili Cook-Off
- Mayor's Drug Free Golf Outing
- Mayor's Diversity Celebration Mosaic Festival
- Boys and Girls Club of Lansing after school/summer programs
- Senior Fair
- MI Hispanic Caucus
- Cesar Chavez Memorial Observance
- Youth Violence Prevention Coalition
- Actively participate in LSD's
- Annual truancy assemblies
- Hunter Safety Courses
- LPD Annual Awards
- Assist the City HR Division with Food Bank distribution
- Participation on Boards for Boys and Girls Club, Ingham Regional Medical and Sparrow Hospital, Victims of Assault,, Stop Grant (PPO), Domestic Violence Grant and Safe Haven
- Annual 911 Special Tribute Ceremony at Wentworth Park
- Tri-County Sex Offender Task Force
- Ingham County Initiative
- Mayor's Family River Walk/Run
- Adopt-A-River Cleanup Project
- Mayor's Ramadan Dinner
- Mayor's Veteran's Day
- Ceremony
- Battle for the Blood
- Explorer Program Pancake Breakfast
- Juneteenth
- Union Missionary Baptist Church Picnic
- National Night Out
- MI Cops
- Willow/Knollwood Neighborhood Meeting
- Wainwright Neighborhood Meeting
- Moores Park Neighborhood Meeting
- Potter/Walsh Neighborhood Meeting
- Old Everett Neighborhood Meeting

- Cherry Hill Neighborhood Meeting
- Colonial Village Neighborhood Meeting
- Downtown Neighborhood Organization Neighborhood Meeting
- Westside Neighborhood Meeting and Crime and Safety Committee
- Sister City Celebration
- Islamic Center in East Lansing
- My Lansing Back to School Program
- A Day with the LPD
- Life O'Riley Trailer Park Relocation Efforts and Clean-Up
- Kid's Connect
- Community Connect
- Back to School Expo
- MSU Safe Place
- 54-A Sobriety Court
- Town Hall Meetings
- Nehemiah Public Meeting
- Stand Down for Homelessness
- Standup Strong Rally Stand Together
- Magic Johnson Fundraiser
- Backpack Event
- Citizens' Police Academy

PARTNERSHIPS

The Lansing Police Department participates in regular meetings between City departments and neighborhoods to assure customer oriented services. We strive to facilitate working relations between neighborhood organizations, schools, PTO's, business associations, service clubs, and religious organizations by focusing on strengthening sensitivity and relationships among diverse communities.

- Mid-MI 911 Consortium
- CATA
- Mid-MI Police Academy
- Teen Court
- Lansing Housing Commission
- Code Compliance meetings with Neighborhood Groups, Code Compliance Ride-A-Long Program with LPD Community Policing Officers and Neighborhood Organizations
- PSN monthly meetings
- Downtown Lansing Inc.
- Old Town Commercial Assoc.
- Faith-Based Initiative
- Technology Improvement with Ingham County
- RSVP organizations
- Lansing Police Advisory Board
- Probation Dept. Ride-A-Longs
- Lansing Promise Program
- Hospitality Partnership LPD - Detective Joel Cutler works with Lansing area bar and restaurant owners to promote safe and responsible alcohol practices
- Truancy Court partnership with Ingham County Juvenile Court and Judges, Prosecutor's Office and Lansing School District
- Partnership with the Ingham County Youth Academy
- Business Watch
- Support youth recreation by participating in the Southside Boys and Girls Sports Banquet and the Boys and Girls Club
- MSP Youth Academy
- Host community forums with community response teams/local ministries to deal with volatile issues and/or violence
- Ingham Change Initiative
- City Hall on the Road
- Corrections Advisory Boards
- Courts, Cops, and Counselors monthly meetings
- 54-A District Court Bi-Annual meetings
- Jail Diversion meetings with Community Mental Health
- Eaton County Sheriff Department Deputization Jolly and Waverly
- Ingham County Traffic Unit
- Greater Lansing Alliance Against Hate Crimes
- Lansing Area Safety Council and Lansing Area Safety Picnic
- Detox Advisory Committee

- Elder Abuse Response Team Community Coordinated Response
- Human Relations Advisory Board
- Regional Technology Committee
- Partner's in Crisis; Mental Health
- Outreach Program for Refugees
- Crime prevention seminars
- Mayor's Camp
- Utilize team policing, problem-solving and Neighborhood Watch Program
- Background checks for participants in youth volunteer programs
- Explorer Program
- Mentoring Network
- Shop With A Cop
- Heads Up for Safety Car Seats
- Lansing Area Safety Picnic
- HOPE Scholarship Program
- Law Enforcement Day
- CARE Service Recognition
- Old Newsboys Association
- Keystone COPS Luncheon
- American Red Cross Breakfast Fundraiser
- Police Athletic League
- River Trail Patrol
- Safety Prints
- Handicap Enforcement
- Victim Advocates
- North Precinct Volunteers
- March is Reading Month, LSD
- CERT Picnic
- Property Pick-Up
- Neighborhood Watch Advisory Board
- I am my Brother's Keeper
- Letter Carriers to Stamp Out Hunger
- Hot Dog Diplomacy
- GREAT Program
- Weekly area detective meetings
- Address resident traffic issues through enforcement
- School Crossing Guard Program
- Monthly meetings with school officials
- Trespassing letters for business and apartment complexes
- Lansing School traffic flow plans for drop-off and pick-up at schools
- Truancy sweeps
- School presentations dealing with bullying, drugs, gangs, tobacco, underage use of alcohol, and violence
- Adopt A School
- School Resource Officers in high schools
- Violent Crime Initiative (VCI)
- Mutual Aid Agreements with the Capital Region Airport Authority, Clinton County, DeWitt Township, Eaton County, Ingham County, East Lansing, Michigan State University, Meridian Township, Lansing Township, Williamston, Stockbridge, Mason, Leslie, Emergent BioDefense, Lansing School District, Lansing Community College, Capital Region Security Network and Office of Highway Safety & Planning
- Business Huddle
- Oldtown Network
- Fearless Faith Ministries Anniversary Celebration
- Heroin Summit
- Race Relations Summit
- Eastern High School Community Partners Luncheon
- Prescription Task Force

BUSINESS RETENTION

The Lansing Police Department works to attract new business and support established businesses by participating in career preparation, school to work programs and other strategies to develop a regional workforce with Old Town, Reo Town, Downtown, Inc., Lansing School District, Lansing Community College, Michigan State University, Davenport College, Cooley Law School, Capital Area Michigan Works, Chamber of Commerce, Ingham County, General Motors, Trade Unions, Michigan Economic Development Corporation, Michigan State Police and the Accident Fund. Downtown Lansing, Inc.

Downtown Inc, Reo Town and Old Town continue to be high priorities for growth and development. The Lansing Police Department continues to build partnerships and maintains those partnerships to address homeless issues and protect the citizens and visitors who enjoy Lansing.

- Blue Cross & Blue Shield
- Attend downtown business and resident community meetings working toward solving problems and concerns
- Provide extra police presence at Lansing Center events, Cooley Law Stadium for Fireworks, Common Ground, Silver Bells, Trick or Treat on the Square, Blues Fest, Jazz Fest, October Fest, Festival of the Sun and Moon along with bicycle patrol in Old Town during the summer months
- Lansing Marathon and many other races
- Monthly business meetings with Downtown Lansing Inc.
- Assist city Human Relations and Volunteers of America (VOA) in identifying and assisting the homeless obtain food, shelter and other available resources
- The LPD is carrying out a Downtown Entertainment Safety Plan where they are working with local businesses, cab companies and patrons to provide residents, proprietors, and visitors to the downtown business district with a safe environment while maintaining order
- Special Operations Section conducted alcohol enforcement stings of Lansing bars
- Assign community policing officers to the Jolly-Waverly, Moores Park neighborhood, North Town neighborhood, Baker-Donor neighborhood, Kalamazoo Street Corridor and South Washington Neighborhoods
- Utilize the Public Video Cameras to reduce crime & disorder
- Handicapped Parking and River Trail Enforcement
- Special Operations aggressive response to narcotic / vice complaints-prostitution stings throughout the Kalamazoo Corridor, drug raids and buy busts
- Project Safe Neighborhood (PSN) - reduction of gun crimes – Collaborate with ATF, US Attorney's Office, Prosecutor, and Tri-County law enforcement agencies to identify and pro-actively prevent crimes involving guns within the Lansing area. Project Safe Neighborhoods and LPD is setting specific goals to reduce violent crime involving guns in Lansing
- LPD partnership with the ATF. Two (2) ATF agents are now stationed or based at the Uniform Patrol Division
- Michigan Prisoner Re-Entry Initiative (M.P.R.I.) was established in 2003 and has worked with ex-prisoners on getting them placed back into the community and getting them jobs. M.P.R.I. ultimate goal is to achieve successful long-term reintegration of the former prisoner to his / her community. M.P.R.I. is a statewide approach to reduce crime and increase public safety. M.P.R.I. takes a proactive stance to preparing both the prisoner and the community before re-entry. Law Enforcement, businesses, faith based, community based leaders, and dedicated citizens are all major stake holders in public safety.
- Partner's In Crisis
- PA 416 Traffic Deputies
- 911 Advisory Board
- Call to Action Town Hall Meeting
- CATA Bus Station
- Capital City Airport Annual Review
- Community Summit Solutions Committee
- Lansing Concerned Citizens Committee
- Parking Enforcement Officers
- School Watch Program
- What Works for Cities

TRAINING, EDUCATION AND INFORMATION

The Lansing Police Department participates, provides, and sponsors many trainings and educational programs. These training areas and educational programs include officer skills and development, supervisory development, conflict resolution, diversity appreciation, computer skills, hiring and promotional policies, and customer service. In 2014 the Lansing Police Department researched and implemented on-line training. Additionally, the Department applied for and received a grant from the Michigan Commission on Law Enforcement Standards. This grant allows Lansing Police Department officers and Ingham County Sheriff's Office deputies to participate in regional training together for 2015. This will include training from Dr. Kevin Gilmartin, author of the book *Emotional Survival for Law-Enforcement*.

- Annual Refresher
- Cultural Diversity (Procedural Justice)
- First Aid/CPR
- E-Citation and E-Crash
- Defensives Tactics
- Firearms
- Field Training Officer
- Background Investigator
- Weapons of Mass Destruction
- Hostage Negotiation
- Police Executive Research Conference
- Sexual Assault Investigation
- Interview and Interrogation
- Cold Case Resolution
- MSU School of Staff and Command
- Supervisory Development
- Crime View
- Police Chief's Conference
- National Child Alliance Conference
- Basic Sniper
- Below 100 Initiative
- Fundamentals of Homicide
- Auto-Theft Prevention
- Clandestine Drug Lab
- Gang Resistance Education
- Gang Conference
- NOBLE Conference
- Chemical Aerosol Instructor
- Street Cops
- Honor Guard
- Undercover Narcotics
- Crime Scene Techniques
- Crime Analysis
- Identify Theft
- Crime Prevention Conference
- Tactical Dog
- Legal Update
- Active Shooter
- IAPRO Conference
- Motorcycle Skills
- Tactical Officer Conference
- LPD employees attended approximately 21,000 hours of training in 2015.
- Everyone Matters Workshop
- Police Ride-Along Program
- Eaton County RESA Law Enforcement
- Ingham County RESA Law Enforcement
- Background Checks
- Fingerprinting
- Freedom of Information Act Requests
- Records Retention
- Policies and Procedures Review
- LPD Internship Program
- LPD Awards Program
- Coordinator at Mid-Michigan Police Academy

Recruiting and Hiring

In 2015 the Lansing Police Department worked in collaboration with the City of Lansing Human Resources Department in conducting three (3) hiring selection processes. In total, the City of Lansing hired a total of 13 new police officers. In August, a total of 10 police candidates were sponsored in the Mid-Michigan Police Academy and graduated in December. A total of three (3) certified police officers were hired in the fall of 2015. LPD's recruiting team attended the following recruiting events throughout the year.

- Ferris State Career Fair
- Recruiting Career Fair in City Hall Lobby
- NOBLE Criminal Justice Career Fair and Recruiting Event
- Jobs for Michigan Recruiting Event
- Mott Community College Recruiting Event
- LCC West Campus
- Informational Recruiting Sessions

EMPLOYEE RECOGNITION

The Lansing Police Department appreciates and values its members and is focused on attracting, motivating, and retaining employees. We recognize and honor their service to the community at many events throughout the year.

- Blue Light Players – Honors LPD Fallen Officers
- Mid-MI Police Academy Graduation
- Student Internship Program
- National Volunteer Week
- Administrative Assistant's day
- National Police Week
- LPD Pistol Team Competition
- 20-30 Year Employee Recognition
- Ingham County Law Enforcement Memorial
- Annual LPD Awards Program
- Document awards through IA/PRO Blue Team
- Shift level recognitions and city departments
- Retirement ceremonies
- Retirees Annual Dinner in association with the Lansing Police Benevolent Association (PBA)
- Promotional Ceremonies
- Recognition of Service to Specialized Units
- Chief's Spotlights
- Employee Recognition Picnic
- New Hire Reception
- 100 Club Ceremony
- LPD
- New Hire Swearing In of Sworn Officers
- Employee Exit Interviews
- Veteran's Day
- Sworn Officer Confirmation Certificate

Blue Light Players – Honors LPD Fallen Officers

- Mid-MI Police Academy Graduation
- Student Internship Program
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DEPARTMENT OF PUBLIC SERVICE

Chad Gamble, Director

The Public Service Department – the “central nervous system” of the city – provides a wide range of essential services to the citizens of Lansing and its municipal customers. Our diverse work force repairs and maintains road infrastructure and the storm and sanitary sewers, treats our wastewater, provides recycling and trash services, permits and monitors all right-of-way activity, repairs and maintains the city’s motor vehicle fleet, supports special events, and supports, tracks and assists in the expenditure of monies from eight funds and hundreds of accounts. For more information, visit our website at www.lansingmi.gov/pubserv.

In Mayor Virg Bernero’s 2015 State of the City speech we were challenged to take our customer service, organization, asset management and our entire approach to delivering our “service” to our customers to another level. This challenge titled “Lansing 3.0” was answered in many ways by the Department. We were the first Department to deploy a GIS based asset management enterprise program called City Works. This, in addition to increased followers on Facebook, more utilization of our website, and social media were just a few examples of how we are changing the way we do business to ensure we are addressing the needs of our customers.

Please enjoy reading the long list of accomplishments organized by the six divisions that comprise the Public Service Department. It is my honor and privilege to lead this great team.

Respectfully Submitted: Chad A. Gamble, P.E., Director of Public Service

I. ENGINEERING DIVISION

A. Infrastructure and Environment Group (IEG)

The Infrastructure and Environment Group is responsible for managing much of the public infrastructure in the City of Lansing. These activities include planning, designing, maintaining and constructing streets, bridges, and sewers, as well as oversight of polluted site cleanup. Major programs are the Wet Weather Control Program and administration of sewer service agreements that provide service to areas outside the city limits.

In addition, IEG reviews site plans, zoning and land use permit requests for conformance to engineering standards and city ordinances and provides engineering support services to other departments in the city. The following describes specific responsibilities and accomplishments during 2015:

1. Streets

The IEG oversees the maintenance and reconstruction of our streets. The street system consists of approximately 108 miles of major streets and 305 local streets, equivalent to approximately 996 lane miles. Each year the gets one year older and loses 996 lane mile years of remaining service life. 996 lane-mile-years in improvements need to be added each year just to with annual deterioration. For example, a new four lane street one mile long has a service life of about 25 years and will add 100 lane-mile-years to the system. This same one mile stretch of roadway will deteriorate by four lane-mile-years every year.



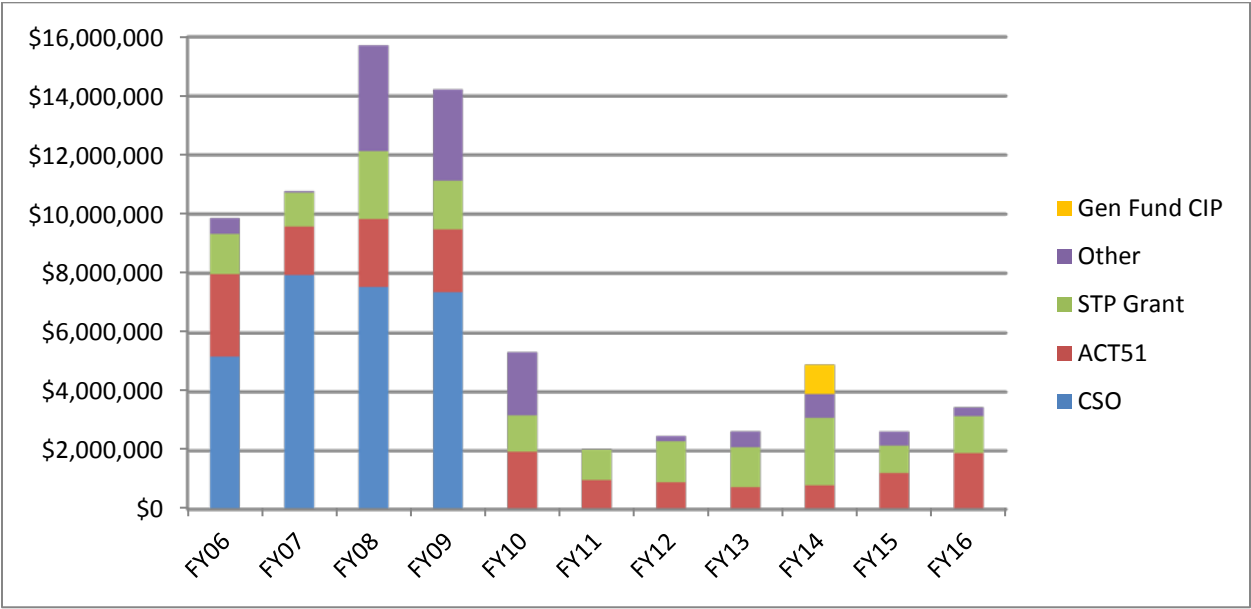
Lansing
miles of
system
At least
keep up

Our street system is managed using our Asset Management Plan which was adopted by City Council and approved by the Michigan Transportation Asset Management Council. The Asset Management Plan is a tool to assess current street conditions, set target funding levels, identify candidate projects, set priorities, develop a multi-year program, and

report results. With this plan, the Public Service Department looks at the condition of our streets as a complete system. Our objective is to use the “right mix of fixes at the right time” approach to street repair, shifting away from emphasis on the “worst case first” approach to selecting projects. It is critical that in any given year, we assemble a mix of fixes that optimizes the lane-mile-years that are added to the remaining service life of the street system.

While insufficient funding levels continue, the Asset Management Plan will help us better understand and communicate the consequences of continued under-funding as well as enabling us to apply the funds that are available in a manner that is most beneficial for the overall condition of the street system. The chart below indicates the recent funding history associated with the street program. We estimate that the annual street system needs are in excess of \$15 million. Each year that this funding level is not achieved the overall condition of the street system decreases.

City of Lansing Street Funding History



City of Lansing Street Funding History
(Note: FY=Fiscal Year and runs from July 1 – June 30)

In 2015, the Engineering Division oversaw the improvement of 14.45 miles of streets as described in further detail below. This included 10.78 miles of major streets and 3.67 miles of local streets. These improvements added 149.5 lane-mile-years of service life. Since the system loses 996 lane-mile-years each year, the network had a net loss of 846.5 lane-mile-years. This is illustrated in the following table:

2015 Street System Summary

			Life Extension Per Mile (years)	Total Life Extension (lane-mile-years)
		Lane Miles		
Project/Treatment	Miles			
Major Streets				
Reconstruct	0	0	15	0
Mill and Fill	1.12	3.70	10	37.0
Crack Seal	9.66	31.9	2	63.8
Sub-Total	10.78	35.6		100.8
Local Streets				
Crush and Shape	0.50	1.10	12	13.2
Overlay	1.8	3.96	7	29.5
Crack Seal	1.37	3.01	2	6.02
Sub-Total	3.67	5.06		48.7
All Streets				
Totals	14.45	40.66		149.5

Remaining Service Life Added	149.5
<u>Annual Service Life Lost</u>	<u>-996.0</u>
Net Loss	<u>-846.5</u>

Below is a summary of the project-specific activity performed on our streets this year:

2015 Major Street Activity:

Martin Luther King, Jr. Boulevard Resurfacing

Martin Luther King, Jr. Blvd. between Oakland and the Grand River was resurfaced. The project included milling 3 ½ inches of the pavement surface and placing new asphalt. The sidewalk was brought into ADA compliance in several areas. The length of the road resurfacing was 0.75 miles.



resurfaced.
placing new
The length

Mt. Hope Avenue Resurfacing

Mt. Hope Avenue between Martin Luther King, Jr. Blvd. and Pattengill Avenue was resurfaced. The top 2 inches of asphalt were milled off and replaced with new asphalt. ADA sidewalk upgrades were included in this project. The length of the project was 0.23 miles.

Cedar Street Resurfacing

Cedar Street from Edgewood Boulevard to BL-96 was resurfaced. The top 3 inches of asphalt were removed and replaced with new asphalt. The road was closed overnight.



inches of
overnight

on a weekend to facilitate traffic control. The length of the project was 0.14 miles.



Crack Sealing

Approximately 17.6 lane-miles of major streets throughout the city were sealed in May 2015. By sealing the cracks, water is kept out of the road base and the road life is extended 2 years. Crack sealing provides the best “bang for the buck” when it comes to extending the life of the road.

2015 Local Street Activity:

Millage Paving Program

Millage funding was used to resurface 1.80 miles of residential streets. The following streets were paved in the fall of 2015:

Devonshire from Pacific to Mt. Hope
Lenawee from McPherson to Everett
Victor from Deerfield to Pleasant Grove
Maryland from Congress to Grand River
Lyons from Pacific to Mt. Hope
Sunnyside from Riley to Mt. Hope
Granary North and South of Old Farm Lane
Butler from Ionia to Shiawassee
Stratford from Churchill to Hepfer



2015 Local Street Rehabilitation

In the fall of 2015, a contract was let for the rehabilitation of local streets. The existing pavement was crushed to form a road base and 0.5 miles of street was paved, with more to be paved in the spring. The following streets were paved this fall:

Northwest from Delta River to Lafayette
Lindbergh from Pennsylvania to Shubel
Hayford from Saginaw to Grand River

2. Bridges and Skywalks

The IEG inspects and maintains the City’s nineteen roadway bridges on the National Bridge Inventory (NBI) and thirteen pedestrian bridges within the city limits. Three bridges (Jolly Road over Sycamore Creek, Elm Street over the Grand River, and Aurelius Road over Sycamore Creek) have been approved for \$631,000 of preventive maintenance in FY16/17 from the state’s Local Bridge Program. The Cavanaugh Road bridge over Sycamore Creek has been approved for \$380,000 in preventive maintenance in FY18.

3. Wet Weather Control Program (WWCP)

Lansing’s Wet Weather Control Program covers combined sewer overflow control, sanitary sewer overflow control and the storm water program. The Michigan Department of Environmental Quality has generally approved the concept and approach of our program. However, the duration and schedule of the program with respect to full implementation of all required activities is still being negotiated; fiscal affordability being the overarching factor. The primary components include:

- Sewer System Optimization
 - Eliminating capacity bottlenecks
 - Locating and removing sources of inflow and infiltration
- Combined Sewer Overflow Control
- Basement Backup Protection

In 2015, the IEG continued work on the WWCP's high-priority sewer projects as designated in the DEQ-approved State Revolving Fund Project Plan for the first five-year phase of the program. Construction of the first priority project, the Sanitary Sewer River Siphon #11 Replacement Project, was substantially complete at the end of 2014 when the new siphon was put into service. Site and area restoration, including final paving of the Elm Street roadway and restoration of adjacent City-owned property, was completed by early summer of 2015. This project alleviates a hydraulic flow "bottleneck" in the sanitary sewer interceptor system that occurs during some large wet weather events.



Construction of the second high-priority sewer project, the Central Interceptor/Sycamore-Lindbergh Sewer Interceptor Rehabilitation Project, began in the fall of 2014 and became substantially complete following the August, 2015, construction of the last major work item: cured-in-place pipe (CIPP) lining of the 30" relief sewer on River Street. The photo shows the placing of the steel reinforcing bars for the poured-in-place concrete top on the fully rehabilitated Hazel-River Diversion Chamber.

In all, the project resulted in:

- CIPP lining of approximately 3,040 feet of interceptor sewer;
- trenchless, full rehabilitation of the Hazel-River Diversion Chamber;
- trenchless, full rehabilitation of two river crossing chambers and seven major manhole structures; and
- construction of 280 feet of 12" storm sewer on E. Elm Street to effect area sewer separation.

Completion of the rehabilitation work associated with this project was of paramount importance, since this sewer interceptor system carries sewage flow from approximately 60% of the City's service area and parts of this infrastructure are over 100 years old.

The third of the four priority projects for Phase I of the WWCP is the Frances Park Pump Station Improvements Project. The design of the project is complete, and work is slated to commence in fall of 2016 following receipt of the SRF loan that will fund the construction. Similar to the Siphon #11 Project, the Frances Park Pump Station Improvements Project is considered to be a "sewer system optimization" project, because it will eliminate the flow capacity "bottleneck" that exists during wet weather by increasing firm pumping capacity, thereby taking advantage of available capacity in the downstream sewer force main. Elimination of this bottleneck reduces the potential for sewage bypasses to the rivers during extreme storm events and also results in the alleviation of basement flooding during these same extreme storm events (a public health consideration). Completion is expected before summer of 2017.

The fourth and final project of the initial phase of the WWCP is the Combined Sewer Overflow (CSO) Subarea 034C Project. This project continues sewer separation in the third "sewer-shed" that is part of the large service area that is tributary to the 034 CSO Regulator. The design of the project is complete, but work on the project is not expected until spring of 2018 following receipt of the SRF loan that will fund the construction. The large area requiring separation will result in construction spread over at least two seasons.

The IEG has continued the Basement Back-up Protection Program (B2P2), designed to provide relief for residents that experience periodic basement sewage back-ups from the city's sewer collection system during extreme storm events. The project provides funding subsidy of private property plumbing upgrades, such as backwater valves and sewage

pumps that result in protection of public health. As of the end of calendar year 2015, thirty residential parcels had completed installations at the property and another sixteen were in various stages of program implementation (i.e., application through installation). It is noted that significant rain events typically spur resident interest as the rate of application submittal experiences an up-tick following these extreme rain events. The IEG will continue implementation of the B2P2 at additional residential properties in 2016.

Storm Sewers: The Municipal Separate Storm Sewer System (MS4) Program is now incorporated into the city's overall Wet Weather Control Program. The most significant activity this year was completion of IEG's work with MDEQ to reissue the National Pollutant Discharge Elimination System (NPDES) Storm Water Permit that authorizes the City's storm water discharges to the receiving waters in the Lansing area. The permit was reissued in September of 2015.

Of note, this permit was among a group of permits for municipal permittees within the local watershed that were the first in the State of Michigan to receive individual, "custom-tailored" NPDES permits to cover their MS4 discharges. All other Phase II stormwater communities have previously been issued "certificates of coverage" under a "general" NPDES permit. This new permitting approach from DEQ is purported to benefit the municipal permittees by containing requirements more specific to the municipality's storm sewer system.

The new permit does require many program activities without any commensurate funding support from state or federal government. The resulting associated work to achieve program compliance will extend throughout 2016 into 2017.

Work also continued on the Planning Assistance to States (PAS) Project, a project with funding administered by the U.S. Army Corps of Engineers that aids municipalities in achieving compliance with state and federal MS4 permit requirements. PAS Project work towards permit compliance in 2015 and continuing into 2016, includes Illicit Discharge Elimination Program outfall investigations and development of an updated site-specific good housekeeping procedure for the O&M yard.

4. Sanitary Sewer Collection System



The IEG has continued annual work toward replacement of sections of sanitary sewer where the aging infrastructure is failing. Failing sections are typically identified by our Operations and Maintenance Division (O&M) in the course of their maintenance activities and are prioritized for repair in conjunction with input from IEG. IEG facilitates replacement of the sanitary sewer by designing the repair and preparing bid documents for construction of the replacement/repair. Repairs made in 2015 include:

- Michigan Avenue: all sanitary sewer between Waverly Road and Clare Street;
- N. Grace Street: approximately 720 total feet of sanitary sewer north of Michigan Avenue; and
- The Saginaw Street / Cedar Street intersection: approximately 100 feet of sanitary sewer.

In cases where less significant repairs are needed, trenchless repair vendors have been utilized by IEG to cost-effectively make the repairs, while performing the work with little disruption to motorists.

Additional repair project work is expected in 2016, including:

- Wood Street: from Northampton Way to 300 feet south;
- Louisa Street: from Kaynorth Road to Joshua Street;
- Christiansen Road: from Reo Road to 200 feet north of Pierce Road; and

Approximately 400 feet of sewer on Racer Trust property in Lansing Twp.

A sanitary sewer was extended in Richard Road to provide sanitary service to the Community Mental Health home at 5343 Willoughby Road, which had a failed septic system. The sewer was extended as a Letter of Intent project.

Similar to the aging road infrastructure, asset management approaches, including greater efforts toward condition assessment, will be necessary in the future to adequately assure sewer rehabilitation can be prioritized and funded.

5. Streetscape Enhancement

The City partnered with Lansing Community College in the constructing of streetscapes along the approaches to the downtown campus. Improvements included new, ADA compliant sidewalk, brick



enhancements, trees, and historic light fixtures. Improvements were made Avenue from Saginaw Street to Shiawassee Street, on Shiawassee Street from Seymour Street to Capitol Avenue, Seymour Street from Shiawassee Street to Genesee Street, and Grand Avenue north of Shiawassee Street.

Public Service provided technical support and assistance for the LBWL steam repair project on Michigan Avenue at Washington Square. Steam main was replaced in Michigan Avenue from the traffic circle to the Radisson Hotel. Public Service oversight insured that the traffic circle and the Michigan Avenue Streetscape were restored properly.



6. Environmental Cleanup and Groundwater Remediation

Work efforts on two contaminated sites within the city continued in 2015.

Paulson Road Landfill: In 2015, the IEG continued discussions with Granger Companies in consideration of partnership for concurrent remediation of their adjacent site. Development of a funding strategy for this remediation effort is a challenge, since remediation and control measures for this site will be costly. In December of 2015, DEQ sent correspondence requesting the status of the City's efforts to comply with Part 201 requirements applicable to the site. This correspondence was issued based upon inquiry from Goodyear Corporation, which is operating a pump and treat

remediation system for the Motorwheel Superfund south of the site. It is expected that additional site characterization for hydraulic and pollutant characteristics will be necessary prior to selecting a remediation strategy. Discussions with DEQ in 2016 regarding the long-term strategy for the site will likely be necessary.

Aurelius Road Landfill: IEG's main efforts in 2015 relative to work at this facility were in regard to facilitating the on-site Hope Sports Complex in partnership with the Lansing Chill SBC Soccer Club. The developer for the sports complex has proposed and implemented many facility improvements at the site, and IEG is charged with assuring that the integrity of the landfill's environmental control measures, such as the engineered clay cap, are not impacted by these activities. The number of soccer fields is expected to increase significantly in 2016.

In addition, the routine, DEQ-required, annual groundwater monitoring continued in 2015 with a sampling event occurring in September and the associated report issued to DEQ in November. In general, the pollutant trends with the exception of chlorides are declining slightly (chlorides are believed to originate from the adjacent county road commission property).

7. Development Projects

Staff provided significant site planning support on several development projects, including:

- the Sparrow Health Systems Plaza Building Cancer Center & Parking Deck; and
- the new Café Dining Area at the main hospital campus;
- the SkyVue on Michigan project (a high-rise, up-scale apartment development marketed toward college students);
- the Vista at College Fields development (a new phase of the development that will result in construction of thirty-four site condominiums and the needed new public sanitary sewer, storm sewer and roadway);
- The Red Cedar Development at the former Red Cedar golf course;
-
- The Jackson National Life Campus Expansion. As part of a development agreement, the City extended sanitary service to the Jackson National Life campus expansion. As part of this project, a public sanitary sewer, lift station, and force main were constructed. Work was completed and the sewer infrastructure accepted in the fall.

Submitted By: Dean Johnson, P.E., City Engineer

B. TRANSPORTATION AND NON-MOTORIZED GROUP

The Transportation and Non-Motorized Group of the Engineering Division is responsible for traffic operations in the city including installation and maintenance of traffic signs, signals, pavement markings, and sidewalks. The group administers grants, provides design of traffic control for construction, designs and provides traffic control for special events, administers neighborhood study and traffic calming programs, as well as overseeing GIS and CAD functions. The group's staff is currently administering a number of motorized and non-motorized grants.

1. Non-Motorized Facilities

Following the addition of 8 miles of non-motorized facilities in 2014, in 2015 shifted to closing out the federally funded 2014 projects and for projects in future years. The City finalized plans and secured add trailhead parking to Davis Park west for the Southside Extension River Trail. Plans were also completed to double the size of the



the focus planning funding to of the parking lot

in Maguire Park, which also provides River Trail access. Close to one mile of bike lane was added to Martin Luther King Jr. Blvd. with a road reconstruction project. Staff worked with representatives from Michigan State University and the Lansing School District on a planned extension of the trail system along US-127 to MSU/East Lansing.

2. Sidewalks

There are approximately 550 miles of sidewalks in the City. The Transportation and Non-Motorized Group continues to work on the street sidewalk gap closure program and on sidewalk repair and

New sidewalk segments were constructed on Saginaw Street, Cedar Miller Road, eliminating approximately ½ mile of gaps in the sidewalk cost of approximately \$208,000. There are still approximately 60 miles of gaps on major streets in the City. Eliminating these gaps would cost approximately \$16 million.



major
upgrades.

Street and
system at a

The 2015 sidewalk repair program focused on the area north of Averill School. A pilot project to evaluate the possibility of eliminate tripping hazards through cutting or grinding, as opposed to replacing the sidewalk, was carried out. The results showed that this approach is very cost effective and can assist with maximizing the amount of sidewalks that can be repaired. Following the pilot program, close to 4,500 lineal feet (.9 mi) of sidewalk was replaced at a cost of approximately \$280,000. To maintain a 50 year replacement cycle for sidewalks, 11 miles of sidewalks would need to be replaced annually at a cost of approximately \$3 million.

The City was awarded close to \$500,000 to implement sidewalk repairs and upgrades in the areas around Averill, Fairview, Lewton and STEM schools. This project is currently under design and is scheduled to be carried out in the summer of 2016.

The Engineering Division is developing an Owner Initiated Sidewalk Repair Program, which will assist homeowners in repairing their sidewalk outside of the Neighborhood Sidewalk Repair program. For qualifying sidewalks, the City would reimburse homeowners for part of the cost they expended in repairing the sidewalk adjacent their homes.

A significant amount of the annual repair budget continues to be spent on updating sidewalk ramps at intersections to meet the Americans with Disabilities Act (ADA) requirements. These updates include barrier free ramps with tactile surfaces at all intersections within a project area. Another significant requirement of the ADA is for communities to prepare a transition plan for bringing pedestrian facilities up to current requirements. The Transportation and Non-Motorized Group will be developing this plan in 2016.

3. Traffic Signals

There are currently 200 traffic signals in the city. Maintenance is provided by the Lansing Board of Water & Light under the direction of the City. Engineering activities include timing plan preparation and adjustment, modernization design and coordination, and communications systems design and implementation.

To keep the traffic signal infrastructure up to date, six to seven intersections need to be modernized annually. This year, two intersections, Capitol & Genesee and Grand River & Pennsylvania, were modernized. Signal heads at 15 intersections were also upgraded from incandescent bulbs to LED's, which will lower both energy and maintenance costs.

4. Engineering Studies

Twenty traffic study reports were completed and taken to the Public Service Board. Eighty nine traffic counts were completed at 40 locations. Traffic data and sidewalk condition information are being integrated into the Cityworks asset management software to be used as a tool in developing priorities for repairs of streets and sidewalks.

5. Special Events

Fifty special events were held in the public right of way this year. Staff is responsible for designing the traffic control for all events, coordinating with other city departments and external agencies such as the State of Michigan and CATA, overseeing street closings and re-openings, and sending out press releases. Major events in 2015 included Common Ground, Silver Bells, Race for a Cure, Making Strides, the Hawk Island Triathlons, Capital City River Run, and the Dennis Rodeman funeral procession.

6. Traffic Signs and Pavement Markings

As part of its traffic engineering work, the Transportation and Non-motorized Group is responsible for the installation and maintenance of traffic and parking signs as well as pavement markings on non-MDOT roadways in the city. During 2015, approximately 1,418 work orders were written for traffic sign installation, repair or replacement, including street name, warning, stop and other regulatory signs. This represents an increase of approximately 67% from 2014.



Due to the effects of snow plowing activities and winter weather, over 100 miles of long line pavement markings are repainted annually. In addition, miscellaneous markings (crosswalks, stop bars, railroad crossings, turn arrows, etc.) need to be replaced every three to five years. In 2015, approximately 150 miscellaneous markings (about 20% of the total in the city) were replaced.

Submitted By: Andrew Kilpatrick, P.E., Transportation Engineer

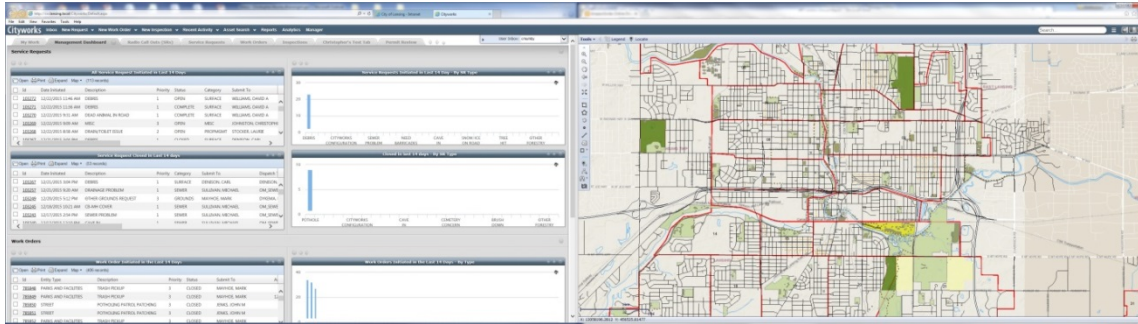
II. BUSINESS, PERMITS, AND TECHNOLOGY DIVISION

The Business, Permits, and Technology Division (BP&T) is responsible for department-wide budget coordination and technology efforts, as well as Public Service Department related permitting, soil erosion and sediment control enforcement, sidewalk snow and ice ordinance enforcement, accounts payable and receivable and Public Service administrative support. Our staff members have been cross-trained to provide a high level of service and respond to a wide range of challenges.

Implementing Cityworks Asset and Work Order Management Software was a major accomplishment for BP&T in 2015. This real-time, GIS-based program has replaced multiple unconnected programs including two separate work order management systems. The Streets, Sewers, Surface, Forestry & Grounds, and Signs groups within the Operations &

Maintenance Division are now using it, as are the Wastewater Treatment and Property Management Divisions. Cityworks is already proving itself valuable with increased ease of reporting and live data, as staff members are able to

access Cityworks while in the field using new android tablets. Continued use of this powerful program will help us make smarter management decisions.



Cityworks screenshot

During the 2015 construction season, BP&T issued permits for and oversaw several large gas main replacement projects performed by Consumers Energy, steam system upgrades by the Lansing Board of Water and Light, and a sidewalk/drainage project completed by General Motors at their Grand River Assembly Plant. We worked closely with these entities and outside engineering firms to ensure that the City's infrastructure was replaced to existing, or in nearly all cases, better than existing conditions and up to current standards.

The City issued 214 sewer cap-off permits for properties demolished as part of the Planning & Neighborhood Development's blight elimination program. Inspectors documented the existing right-of-way features for each property with before and after pictures and notes prior to demolition to ensure the right-of-way was restored to existing or better condition following the demolition work. Cityworks was used to store this information and catalog these properties.

The accomplishments of calendar year 2015 by the Business, Permits, and Technology Division include the following activities:

- On-going enforcement of the City's Soil Erosion and Sedimentation Control program (issued 38 permits this year, 26 permits active).
- Investigated 241 citizen sidewalk concerns.
- Investigated 8 citizen sidewalk trip and fall injury incidents.
- Enforcement of the city's Snow Removal Ordinance (responded to approximately 1,060 complaints, issued 1,400 snow violation notices, removed snow/ice from 485 properties).
- Issued 605 permits for right-of-way (ROW) construction activities, including 106 permits for construction of sidewalk and/or driveway approaches, 444 for utility or telecommunication/fiber optic wire installations and 55 permits for miscellaneous activities in the ROW.
- Issued 180 special transportation permits.

- Permitted 650 sewer-related activities (316 for sanitary service, 302 for cap-offs, and 32 for storm sewer service).
- Processed 42 claims (13 sewer backup claims; 2 construction related; 2 forestry related, 1 personal injury, 24 personal property damage).
- Licensed 64 drain layers and 8 sewer cleaners.

Submitted By: Christopher Mumby, Business, Permits, and Technology Manager

III. OPERATIONS & MAINTENANCE DIVISION

The Operations & Maintenance Division (O&M) of the Public Service Department works 24 hours a day, 7 days a week, 365 days a year providing the City of Lansing with essential municipal, infrastructure and environmental services. O&M's mission is to provide quality services that are quantifiable, cost effective and citizen-focused in order to maintain and improve the physical and natural infrastructure, protect and improve the environment, and to make the city a great place to live, work, and play.

Our diverse team is comprised of six sections: Forestry and Grounds, Sewer Maintenance and Inspection, Street and Sidewalk Maintenance, Surface and Right of Way Maintenance, Capital Area Recycling and Trash (CARTS), and Administrative Services.

A. Forestry and Grounds Section

The mission of the Forestry and Grounds Section is to maintain the City's natural infrastructure and recreational facilities in a safe condition to improve the physical environment and provide high quality recreational facilities.

The Grounds Section is responsible for maintaining the City's cemeteries, gardens, athletic fields, pools and other park infrastructure. They provide support for special events and help support Recreation Division programs. Additionally, the Grounds Section clears snow and ice from park facilities and right-of-way sidewalks.

The Forestry Section is comprised of 2 supervisors and 10 full time arborists. Two positions are currently vacant and one employee is on long term leave. The Forestry Section is responsible for maintaining and sustaining City-owned trees, as well as responding to tree related emergencies and citizen requests for services. The section also issues permits for work on city trees.

1. Trees

In 2015 the section was able to plant 256 new street trees. A partnership was formed with the Butler Corridor Coalition whereby they provided the labor involved in digging planting holes and city crews followed up by installing the trees. To date the planting has shown great success with tree survivability being very high. A similar partnership is

in the works with other community organizations in 2016. There were nearly 200 fewer trees planted this season compared to the previous years. The planting program continues to lag behind previous year's efforts and the number of trees being removed continues to exceed the number of trees being replaced. Increased budgets and pursuing program grants could help to offset this trend.

City crews are also heavily engaged with the street tree removal program. This past year over 921 hazardous trees were removed, 2,435 hazardous trees were pruned, and over 14,500 requests for inspection were completed. Routine

pruning for vehicular and pedestrian traffic and park tree maintenance continued to lag behind desired production levels and industry standards.

The section remains active in promoting and educating the public about the importance of trees through participating in Arbor Day activities. This year marked the 22nd year that the Forestry Section has actively participated in the statewide Arbor Day celebration. The City continues to maintain its status as a Tree City USA city. A little known fact is that the Forestry Section is responsible for trimming the State Christmas tree yearly, adding branches, and any other task required to facilitate installation.



State Capitol Christmas Tree

2. Snow Removal

The winter of 2014-15 was an average year for snowfall in the Lansing area. Grounds Section employees are responsible for plowing and salting community centers and park facilities, clearing snow along the River Trail and clearing snow from park sidewalks and publicly owned right-of-way sidewalks. The Grounds Section utilized over 1,800 employee work hours on snow management during 2014-15. Snow removal is funded through the General and Act 51 Funds.

3. Cemeteries

The cemetery staff performs grave location, grave openings and burials, vault internments, monument foundation installation, beautification projects, snow removal, small tree and shrub maintenance and trash collection in the three municipal cemeteries. Production goals for the crew were met including performing burials, filling and seeding graves in a timely manner, completion of all grave marker cuts and establishing new burial sites in Mt. Hope Cemetery. Grant money from the Fratcher Foundation resulted in the removal of many dead trees and stumps, planting daffodils, and fence installation. The Fratcher Memorial Garden project continued with many improvements to the garden. This service is funded through the General Fund and Cemetery Enterprise Fund.

4. Athletic Fields

The Athletic Field Section provided over 600 athletic field fittings for baseball, softball, soccer, and football games and multiple tournaments during the 2015 season. Rehiring seasonal employees used last year was helpful in maintaining the continuity of services provided. Maintenance of athletic fields is funded through the General Fund.

5. Pools

Pool maintenance is performed in partnership with the Grounds Leisure Services, and Building Maintenance. Pool maintenance is a that requires pre-season power washing, painting, installing facility



Section,
large task
equipment,

routine cleaning, and chemical management during the season. Moores Park pool remains a challenge due to its age and water quality issues. Hunter Park pool operated well this season and both pools operated 98% of the season hours. Pool maintenance is funded through the General Fund.

6. Infrastructure and Special Event Support

Grounds staff are responsible for the maintenance of the River Trail, parks trash service and restrooms, picnic tables, play grounds, docks, showmobile set-up, and leisure service support. As our park infrastructure has aged, and as both staff and funding have decreased, the list of deferred maintenance items has increased. The section focuses its efforts on safety, and reducing hazards to the public using the River Trail, ball fields and playgrounds. These efforts included replacing loose boards on River Trail bridges, and placing new safety material under play grounds. Over 150 Inspections and playground equipment repairs were performed. Weekly trash service was sustained through the year and involved 4,200 site visits over the course of the season (an average of 25 visits per day). Restrooms were opened for facility reservations and maintained 890 times. The showmobile was set up 28 times for various events and concerts. The use of contractor repairs continues to rise. These services are funded through the General Fund.

7. Mowing

The goal for 2015 was to ensure all parks and right-of-way areas were mowed in the most efficient and cost effective manner. Virtually all mowing was performed by contract crews. Mowing frequency increased in the majority of parks from 16 to 27 cuts per year. Mowing took place weekly on average during the most active periods of growth and was reduced to bi-weekly during periods of slower growth. Mowing is funded through the General fund, Parking fund, State Trunkline funds and Act 51 funds.

B. Street and Sidewalk Maintenance Section

The mission of the Street and Sidewalk Maintenance Section is to maintain and improve the streets and sidewalks of the City of Lansing to ensure the safe use of the infrastructure by motorists and pedestrians. The section performs a variety of tasks to maintain and improve the streets and sidewalks including paving, skin patching, potholing, concrete street repairs, ADA truncated dome mat replacement, concrete joint replacement, curb repairs, crack sealing, spray patching, sidewalk wedging, sidewalk installation, pedestrian bridge repairs, bridge maintenance, utility cut repairs, street snow removal and many other tasks essential to keeping the road and sidewalk network safe for driving and walking. The section is comprised of the street maintenance crew and the utility restoration and concrete crew.

Funding for road repairs continues to be limited. The challenges for this section continue to compound with the aging and deteriorating condition of our roads and the smaller work force. Act 51 Gas Tax revenue grew marginally while material, health care and equipment costs continued to increase. Our budget is not keeping pace with the needs of the road network. The local streets millage funds enabled us to continue local street paving, plowing and sweeping. Despite the funding challenges, we accomplished a great deal in 2015, and continued to be responsive to the public.

1. Paving and Street Maintenance

During 2015 O&M crews focused efforts on utility cut restoration and street repair. Local street millage paving was contracted out. This allowed O&M street crews to concentrate on completing a large number of street utility cuts, sidewalk and curb utility cuts, sidewalk repairs, and asphalt road patching. The section focused efforts on extending the life of streets through use of the Asset Management System, tackling the more affordable means to extend the life of streets through potholing, spray patching, hand skin patching and machine skin patching.

Reconstruction of Pacific Avenue near Devonshire Avenue was required due to failure of the road base after a BWL water main break damaged a sewer line. O&M crews dug out the road base and installed 10" of gravel sub base prior to street paving. To prevent further deterioration of the pavement until new asphalt paving can be done, machine patching with our asphalt paver was utilized on large areas of 5 major streets including E. Mount Hope Avenue, W. Jolly Road, N. Martin Luther King Jr. Boulevard, W. Michigan Avenue, W. Allegan Street; and on 2 local streets, Trappers Cove Trail and Comfort Avenue.

This year we used asphalt spray patching more extensively to further extend pavement life on street repairs. Partnering with the Clinton County Road Commission, we were able to buy the emulsion locally saving time and lowering the cost of material due to volume. Spray patching is a very effective pavement maintenance treatment. Asphalt emulsion, aggregate and high volume air allow an operator to clean, tack and patch potholes quickly and easily. Spray patching effectively encapsulates pothole repaired areas to help hold the repair together. 12,000 gallons of emulsion and 300 tons stone were used during spray patching. Two local street project areas were utilized for crew training and evaluation of effectiveness in street rehabilitation, which will extend the time before asphalt overlays or "mill and fill" repairs will be required. The two local street projects included Schlee Street, W. Rouse Street, Harold Street, Palmer Street, Weger Place, W. Mason Street, and Burchfield Drive, W. Mason Street, W. Rouse Street, Walton Drive, and LeGrand Avenue. Large segments of 7 major streets (E. and W. Mount Hope Avenue, Aurelius Road, N. Cedar Street, S. Pennsylvania Avenue, E. North Street, and Malcolm X Boulevard) were spray patched improving the ride quality and life of the asphalt road surface. The surface crew was able to assist the street crew by working on the night shift to spray patch S. Martin Luther King Jr. Boulevard, Collins Road, and S. Aurelius Road.



Spray Patching



Repaired road seam

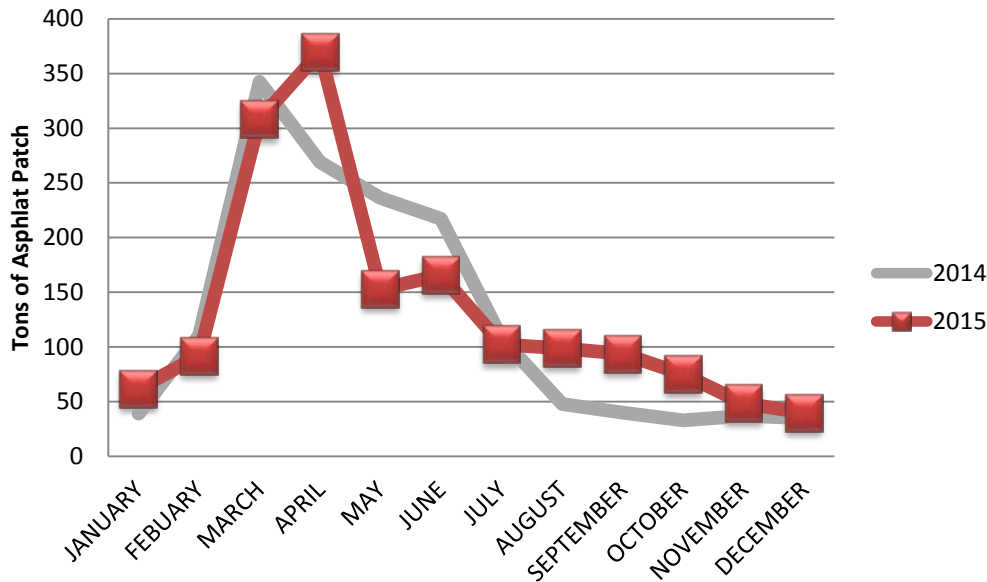
Potholes were abundant this spring. Street crews responded to over 600 pothole complaints. We strive to fill pothole within 24 hours of notification, and calls received during business hours are often responded to within hours. We were able to meet our goal frequently with the exception of the winter months due to seasonal material limitations and snow events, as well as during the early spring thaws when frost leaving the ground creates more potholes than we can address timely. These services are funded through Act 51 and state trunk line maintenance funds.

2. Utility Restoration

We worked

cooperatively with

Pothole Activity 2015



the BWL on several street and sidewalk utility cuts. This allowed O&M to do repairs quickly and facilitated emergency repairs of problems affecting Lansing residents. This was a busy year for utility restoration, with the paving and concrete crews working closely with the Lansing Board of Water and Light, Consumers Energy and various contractors to ensure that utility work was properly restored in the roadway and right-of-way. In 2015, we restored utility cuts using hot mix asphalt (HMA) in over 600 utility cuts made by contractors, 150 of which were cuts made from internal sewer section repairs. In addition to repairing the streets, the concrete crew replaced curbs at 50 locations and sidewalks at 107 locations that were impacted in the utility upgrade process. These services are funded on a cost recovery fee basis.



BWL water main utility cut repair in progress and completed



Concrete pavement repair -W. Oakland Finishing concrete – road, and curb

The work depicted above requires a high degree of skill to accomplish. Several employees have teamed up to provide this high level of skilled services to the city. We are reviewing our current job descriptions for these skilled areas and are considering alternative descriptions to better fit the skilled work that is required.

3. Sidewalk Repair

The street crew placed asphalt wedges and used a concrete grinder to mitigate tripping hazards on sidewalks at over 95 locations to save the cost of removing and replacing the sidewalk. Sidewalk sections were replaced at 31 locations. Sidewalk repair and maintenance remains reactive, with limited funding unable to meet the demand. This service is funded through the General Fund.



Sidewalk, ADA replacement due to tree damage



1707 Clifton tree damage

4. Bridge and Skywalk Maintenance

Crews conduct routine repairs to expansion joints, railing and other components to bridges and skywalks as identified by complaints or scheduled inspections. This service is funded through Act 51 and the General Fund.

Along with regular assigned duties, the Street and Sidewalk Section supported the Surface Section with street leaf removal and assisted other departments as well. The section accomplished a great deal despite the challenges faced with limited Act 51 and sidewalk repair funding, increasing material costs, aging equipment, and fewer personnel. To mitigate challenges equipment was rented, personnel were borrowed from other sections, and efforts were focused on controlling costs to remain competitive, while striving to maintain a high standard of quality and service.

C. Sewer Maintenance and Inspection Section

The objective of the sewer section is to maintain, clean, repair, and inspect the city's sanitary and storm sewer systems and flood control devices. In order to accomplish this objective the section is comprised of a cleaning/inspection crew and an infrastructure repair crew. To ensure that the systems are operational and to protect the public's health and safety, the section performs a wide variety of tasks. Responding to citizen concerns and preventive maintenance are our top priorities. Cleaning and inspecting is essential to keeping the system operational and in good working condition. Identifying and performing infrastructure repairs decreases the chances of surface and basement flooding.

Our focus is to protect and improve the environment while preserving the public health, welfare and safety of the residents of Lansing during all seasons of the year. Sewer maintenance is a year-round activity. Spring brings the chance of flooding and sewer backups. Maintenance work such as catch basin cleaning, storm sewer cleaning and by-pass pumping help mitigate property damage from these sources. Summer and fall months see an increase in construction to include structural repair of sewer mains, catch basins and manholes. This year's challenges included staffing levels, equipment breakdowns and weather events. The sewer crew had one employee off on a work-related injury for the entire year and another off for 6 months. Multiple employees were off for extended periods of time throughout the year. We hired a new 300 Truck Driver employee and are looking forward to hiring a new 400

Maintenance Worker and 400 Equipment Operator in the near future. We also had multiple equipment breakdowns which impacted our productivity. The Sewer Section implemented a new camera system and refurbished camera truck for televising our sewers. We expect to increase productivity and efficiency as we continue to fill our vacancies.

Cityworks asset management software, designed to help track our assets and associate service requests and work orders to assets such as catch basins, gravity sewer mains and manholes, has helped the Sewer Section track complaints and repairs and improves our efficiency with everything centrally located within one program. Sanitary sewer field staff is actively engaged in creating and editing work orders in Cityworks from the field with the use of our tablets.

1. Inspection and Televising

The inspection staff responded to 1,396 reported sewer complaints/concerns, of which approximately 450 were after normal business hours. The overall reported complaints were down compared with 2014, due in part to the mild weather we experienced in the summer months and the extended winter season. Ninety percent of calls were responded to within one hour. Locating and staking the city sewer system per the “Miss Dig” system demands high priority in order to protect the sewer system from damage. Over 10,163 locations were marked during the year, a 4% increase from 2014. Sewer construction inspections and demolition cap-offs increased this year to 511 site visits, 32% higher than last year due in part to the Blight Elimination Program and the demolition of dilapidated houses. Our inspectors were receiving up to 5 calls a day to inspect sanitary service lateral cap-offs.

The televising crew video-inspected over 57,639 linear feet of sewer 2015; up 18% from 2014. We were able to televise more sewers this the addition of our new camera system. The televising crew achieved



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two main

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goals this year. First, the sewer infrastructure on local millage paving roads was televised. The information collected was used by both the Engineering Division to evaluate current and future infrastructure repair needs. The second accomplishment was televising the sanitary sewers on Martin Luther King Jr. Boulevard, from Victor Avenue to the southern city limits. MDOT is preparing to make improvements on this stretch of roadway so we were able to evaluate the sewer conditions and make any necessary repairs in advance of the MDOT work. These activities are funded through the Sewer Fund.

2. Sewer Cleaning

Even with staffing issues and equipment break downs, sewer cleaning increased by 3% compared to 2014. Over 443,000 linear feet of sanitary main, 2,841 linear feet of storm sewer and 1,293 catch basins were cleaned. This was accomplished utilizing just 2 of our 3 jet trucks on any given day due to operator shortage. When the vacant operator position is filled we estimate we will be able to increase our footage by 50%.

Our scope for cleaning sanitary sewers includes pipe diameter sizes of 12 inches and smaller. Due to our equipment limitations, large diameter sanitary sewers are not routinely cleaned and when cleaning is needed, it can be a difficult and a time consuming operation. We had several sewer repairs and backups this year on large diameter pipes and extensive cleaning was needed to complete these repairs and re-establish flow. Our equipment and staff are challenged to perform this type of cleaning while ensuring our other cleaning operations are fulfilled and completed on schedule. We are reviewing the need for contractual services for annual cleaning of large diameter sanitary sewers. Sewer activities are currently funded through the Sewer Fund and General Fund.

3. Sewer Repair

The construction crew completed many infrastructure repairs to both the storm and sanitary system. Approximately 480 lineal feet of sewer pipe were replaced and 281 manholes/catch basins were repaired. This is double the number of manholes/catch basins that were repaired in 2014. Streets being paved by O&M staff were given priority for sewer and manhole repairs. Analysis of sewer televising provided guidance on repairs needed; three spot repairs totaling 16 lineal feet were made prior to paving.

Providing adequate storm water drainage was a key goal for the Sewer Section again this year. A comprehensive review of the sewer system on Lynwood Circle took place to determine why a particular residence kept flooding. It was discovered that a storm sewer outfall from Lynwood Circle ran underneath the property's garage and discharged into an open drainage ditch that ran thru the backyard. The outlet pipe discharging into the ditch was not visible and was buried under years of sediment, yard debris, and a root structure from a 40 foot tall tree. After removing the tree and partially grinding down the stump, the repair crew exposed the buried outlet pipe. They installed approximately 20 feet of new PVC pipe and cleaned out the ditch. Proper flow was re-established to the storm sewer in Lynwood Circle and we have not had any issues from the property owner in regards to flooding since.

Sewer crews assisted with street leaf collection again this year. As of mid-December the crews had collected over 5,500 cubic yards of leaves and are almost complete with the first pass of the city. We are on track with the amount of leaves collected last year, even with an early snow storm that impeded leaf collection for a week. All sewer activities are funded through the Sewer and General Funds.

4. Emergency Response

The Sewer Maintenance and Inspection Section are responders for many types of emergencies. These flooding, sewer backups, storm damage cleanup and snow removal from both streets and sidewalks during months.



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the winter

Emergency Repair on Allen Street

The sewer crew is “on-call” and ready to serve the residents of Lansing. Our diverse ability, from inspecting to constructing, offers a wide array of capabilities. Our efforts resulted in not only maintaining but improving the environment through improvements made to the sanitary sewer and storm water collection systems. In the coming year we hope to continue to provide a high level of service in the most cost effective manner.

D. Surface Maintenance Section

The mission of the Surface Maintenance Section of the Public Service Department is to maintain and improve the “on the surface” infrastructure within the City of Lansing’s right of way. The Surface Department performs a wide variety of tasks which includes: grading and potholing gravel streets, placing dust control on gravel streets, clearing and grubbing brush and debris from alleyways, installing and repairing guard rail systems, producing, managing and installing street signs and banners, street sweeping, street leaf removal, fence repairs within the right of way, responding to a variety of citizen complaints, including graffiti abatement, dead animal retrieval, sidewalk cleaning, debris and accident clean-up and more. We are also responsible for placing permanent and temporary traffic control devices to support special events, construction projects, and emergency situations. We provide internal refuse pick up and recycling service to many city facilities. The Surface Department also maintains the Crego Park Storage/Composting site, manages all the bulk building material stores, and other tasks essential to keeping the city operating.

The section is also responsible for operating and maintaining the buildings and facilities at the Operations and Maintenance complex at 601 E. South St. The section is comprised of two crews, the day crew that manages traffic signs, emergency and planned traffic control, gravel streets, internal trash and recycling pickup, special event support, street leaf pick-up, and sidewalk snow violation abatement; and the night crew that sweeps streets, performs street leaf removal and assists the Street Section with patching potholes. We also started operating the AMZ Spray Injection Asphalt Patching machine to assist the Streets Department. This machine produces a quick and semi-permanent patch as an alternative to typical asphalt patching material placed by shovel. It may play a much bigger role in the future of street maintenance.



Forest Rd



Discount Tire Approach

We are the inter-divisional section responsible for coordinating the winter snow and ice removal from city streets. We administer the abatement portion of the City's Sidewalk Snow Removal ordinance, with the purpose of providing a quality environment and to protect the driving and pedestrian public's health, welfare and safety. Crews spent over 960 hours clearing sidewalks that were in violation of the City ordinance this year. This program generated over \$90,000 in revenue to help cover our costs. We overcame some of the challenges with some new ideas and innovative equipment. These lessons learned will serve us well into the future as the Surface Maintenance Section continues to meet its goals of making Lansing a cleaner and safer place.



The section currently has 15 UAW full time employees and 2 seasonal employees for the summer months. Each employee is expected to perform a wide array of duties.

1. Street Sweeping and Street Leaf Removal

The night crew continues to meet its goals with the sweeping of MDOT Trunk lines and City Major Streets three times and City Local Streets two times in 2015. Crews swept over 4,500 miles of streets in 2015. Over 4,800 cubic yards of leaves were removed from the right-of-way and hauled away for composting. This service is funded through Act 51.

2. Gravel Road Maintenance

Maintaining gravel streets is a challenge due to higher profile waiting to be done. We machine graded approximately 75 miles of streets this year and hand patched many other areas. Dust control is a priority during the summer months. This service is funded 51.



projects
gravel
application
through Act

3. Sign Shop

The Sign Shop continued to meet its responsibilities of installing new repairing damaged or aging signs and posts throughout the city. We surface crew members as needed to support the many special traffic control situations that continually increase each year. have been improved with the addition of a new sign truck. Tracking inventory will become more efficient with the recent implementation of the Cityworks Asset Management System. This funded through the General Fund.



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4. Alley Maintenance

After an aggressive trimming program in 2014, Surface crews only needed 130 hours in 2015 to clear and maintain alleys.

5. Guard Rail Repair

We maintained and repaired numerous sections of damaged guard rail and attenuators improving driver safety and the appearance of the City. Crews were very busy in the spring and early summer, spending over 460 hours repairing some very critical sections. This service is funded through the General Fund.

6. Crego Park Maintenance

The Surface Division coordinates the maintenance and upkeep of the City composting site at Crego Park. The main area of the park reopened after being closed for many years. It underwent an extensive makeover under the Parks and Recreation Dept. and now has fishing, hiking and kayaking. O&M uses the gated back portion of the park as a composting/material storage site.

7. Internal Trash and Recycling Support

Miscellaneous trash pick-up continued weekly, which involves two people and a small packer truck, picking up trash and recycling from several different locations throughout the City, such as City Hall, Parking Ramps, and receptacles at various locations. This service is funded through the General Fund.

8. Routine and Emergency Barricading and Traffic Control

We respond rapidly to a variety of situations where there is a need for emergency traffic control and support to close roads, bridges, the River Trail, sidewalks, or after an accident or fire for Lansing Police Department and Lansing Fire Department. This service is funded through Act 51.



9. Special Event Support

We provide barricades and personnel for many special events during the year, such as Silver Bells in the City, Hawk Island Triathlon, Sparrow 5K, parades, block parties and running events. Surface crews provided over 1,900 hours of support for special events this past year.

10. Right of Way Hazard Abatement

We responded to over 300 miscellaneous complaints throughout the year, most of which regarded hazards and debris in the street or alleys. The division coordinated the repair or abatement of many of the complaints. This service is funded through an administrative and clean-up fee charged to the property owner.

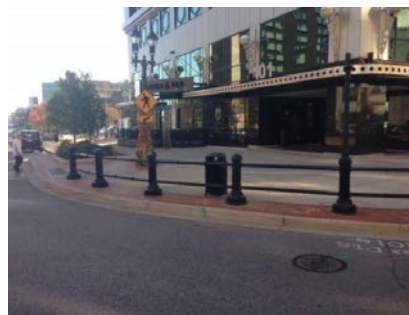
11. Graffiti Abatement

Over 75 graffiti complaints were abated this year, with many completed within the three business day target. Abating graffiti is subject to the weather, extending the response timelines. Some of the delay in response time is associated to working with the property owners, to gain their permission to access their property and finding the right fix to protect the vandalized surface. This service is funded through Lansing Police Department funds.



12. Special Projects

The Surface Maintenance Division is regularly called upon for and out of the ordinary repair and maintenance projects. This year



unusual
was no

exception. We responded to many requests for repair and assistance. One was the bollard and railing repair around the busy traffic circle at Washington and Michigan. The southeast corner was demolished just before the Silver Bells Parade. The Surface Department was able to restore it through some ingenuity and hard work just in time for the parade and crowds.



Department in general.

A special project we began this year is the truck visual rehabilitation project. As we move forward with limited budgets for equipment replacement, our fleet is suffering from age and rust. This not only affects the mechanical aspect of operations, but also the public’s perception of our department’s status and the drivers’ satisfaction and pride in workmanship. We have begun to perform a quick, inexpensive rehab of some of our most unsightly dump trucks. This includes extensive washing, grinding rust, priming and brush painting. The initial response has been quite positive by the employees and public alike. Of course this can never replace the need to replace our equipment on a timely basis, but it will extend usefulness and improve perception of the Public Service

13. Facility Operations

Coordinating maintenance of the O & M facilities and buildings was also handled by Surface Division in 2015. From ordering road salt, sand and gravel to coordinating with Building Services on repairing the facility, to working with contracted cleaning crews, all aspects of maintaining the complex were covered in a timely and efficient manner.

Regardless of the challenges we faced in 2015, we prioritized our efforts and provided quality support to the City of Lansing, other City Departments and our citizen customers.

E. Capital Area Recycling and Trash Section

The mission of Capital Area Recycling and Trash (CART) is to provide an efficient recycling, yard waste, and refuse collection system. These programs encourage environmentally responsible behavior learned through consistent outreach efforts which contribute to a cleaner and healthier environment and enhance the quality of life for those who live and work in the City of Lansing.

The recycling program continues to be one of CART’s most popular curbside programs. Nearly 6,000 tons of materials were collected in 2015.

1. Promotion, Education, Coordination and Marketing

The Greensheet newsletter continues to be the primary source of for CART programs and services and is mailed to households each spring. Many residents rely on the Greensheet to find out about special activities holiday schedules and other pertinent information.

Social media is also being used to update residents and to generate The CART Facebook page has grown, acquiring more followers in 2015. partnered with Live Green Lansing to create awareness about America Day during October and November. With help from the City’s new social specialist, the “Selfies with Stella” contest was created. Stella, a mascot created out of recycled materials, was moved to several locations the City; people were invited to take pictures of themselves with the dinosaur and post them on social media. The



information and fall. and events, interest. CART Recycles media dinosaur throughout

number of interactions increased dramatically during the duration of the contest, resulting in an increase in Facebook followers.

Electronic communication via the CART website provides a steady source of current information for thousands of residents. The website allows residents to submit feedback, pay trash and commercial recycling bills, get valuable information and more. In 2015, a tool was added to the website that allows users to sign up for a collection day reminder service. This has been helpful to residents who need help remembering their recycling collection day and week and will help lessen the number of phone calls to our hotline regarding this topic, making our administrative office run more efficiently.

CART continues to inform residents through short video tutorials posted to Facebook and the CART website. This year's videos promoted the trash collection program, recycling do's and don'ts, yard waste collection, the new clothing and textile recycling collection program, plastics recycling, a waste audit and more.

2. Refuse Collection

The City's blue trash cart service remains a popular choice for Lansing residents. As of early December, there were 7,018 blue trash cart accounts, a growth of nearly 300 accounts from 2014. Annual revenue derived from trash cart sales is estimated to be over \$1.4 million. A strong customer base also remains for the city trash bags. This year 209,775 bags were sold through November. While bags are convenient, there are issues associated with them, e.g., varmints digging into the bags, wind blowing litter around the neighborhood, and employee injuries from exiting and entering the trucks and throwing heavy bags day after day. More workers compensation claims are made with bag service versus the cart service which tips carts with automated arms. Refuse collection is funded through the Refuse Disposal System Fund (primarily trash bag sales and cart fees).



City trash bag, cart and Automated Collection Truck

3. Bulk Collection

The collection of furniture, appliances and other bulky items continues. General bulk sticker sales resulted in 1,355 stickers sold for \$44,715 in revenue. Over 444 stickers, valued at \$14,652 were distributed to low income residents at no cost. Bulk collections are funded through sales and the subsidy is funded through the General Fund.



Bulk collection

4. Yard Waste

Weekly collection of yard waste from April through the first week of December was provided, along with a special Christmas tree collection in January. Leaves, brush and other organic material are composted and mulched at local facilities. Over 6,000 cubic yards of material was delivered to Granger's yard waste facility and nearly 20,000 cubic yards of yard waste was taken to Hammond Farms for composting. This service is funded through the Recycling Fund.

5. Recycling

The highly valued program expanded into a regional partnership with the city of East Lansing in 2015. A municipal recycling agreement between the two cities was signed and as a result East Lansing began bringing their residential recycling to the Lansing Transfer station in September. Materials from both cities are compacted and sent to the ReCommunity Materials Recovery Facility for processing.

The recycling program is very successful, but there are still recyclable materials that are thrown into the waste stream. Overall the City of Lansing's diversion rate is approximately 34%. In May of 2015, a waste audit was conducted to determine what people are throwing away. This audit involved sorting through residential trash collected from approximately 400 households. The audit revealed that 66% of the material was non-recyclable trash, however, recoverable items such as organics, paper, textiles/clothing and plastics were found in significant amounts. The data collected in the audit has been used for targeted education campaigns, goal setting and the development of a "master plan" for CART.

A strategic planning summit was conducted in August to determine top priorities for CART in the coming months and years. Lansing residents, neighborhood leaders and public service board members joined CART staff to discuss the program and as a result 5 issues were identified as priority items:

- Increase public area recycling
- Increase commercial and multi-family recycling
- Enhance education/outreach efforts
- Research food waste and organics recovery
- Provide polystyrene recycling options



We continue to use Stansley Industries to haul recyclables to the material recovery facility, and have extended our contract with ReCommunity Recycling to process materials. This service is funded through the Recycling Fund.

CART continued its partnership with Simple Recycling, a private company which collects clothing, shoes, textiles, and other small goods at the curb. 276,701 pounds of materials were collected November 2015. Simple Recycling uses their own vehicles, staff, equipment to collect these items along the City's recycling no cost to the City. The City receives one cent per pound of collected.



company household through labor and routes, at material

The commercial recycling program offers businesses in Lansing convenient and affordable recycling service. Participants receive a 96 gallon cart and weekly recycling pick up for \$47 per quarter (a second cart is available at a discounted rate). More businesses signed up in 2015, and there are now 125 customers. Over 180,000 pounds of recyclable materials were recovered from Lansing businesses through the commercial recycling program in 2015.



Recycling receptacles continue to be used throughout the city, including all Lansing community centers, Fenner Nature Center, downtown, Old Town and most recently at Crego Park. New bins were placed at the Gier Park ball field in 2015 and plans are being made to add more sites in 2016. The program has increased visibility and created awareness of recycling and demonstrates to visitors that recycling is important to the city.

CART provides services to a variety of events in the City of Lansing to help recover recyclable materials and responsibly dispose of trash generated at the events, while promoting CART and increasing public awareness of recycling. Some of the events that CART supported in 2015 include: LBWL's Chili Cook-Off, the Mayor's River Walk, Blues on the Square, Blues Fest, the

African American Parade, the West Side Summerfest, and Silver Bells in the City.

CART continues to be a part of the Regional Recycling Coordinating Committee (R2C2). R2C2 members work to bring a variety of events to the Greater Lansing area and to education and awareness about recycling and other environmental issues. Regional events include Recycle Rama, Lansing area's largest one day recycling collection that hundreds of thousands of pounds of electronics, scrap metal, polystyrene foam, unwanted medicines and many other CART was also part of a shared informational booth at the Home and Garden Show. A regional recycling steering was formed in 2015 to explore a public/private partnership to enhance recycling programs and services in the tri-county area. Lansing has been directly involved with this effort.



together provide

the recovers appliances, materials. Lansing committee

The Tri-County Environmental Leadership Awards Program is coordinated by a group of environmental professionals representing a diverse group of agencies. An award program is held each spring to recognize businesses, schools and others from the Greater Lansing community. In 2015, three Lansing area environmental leaders were recognized with

an award made from recycled glass. The program is funded by sponsorships solicited from local and businesses and organizations.



2015 Environmental award winners

Aging equipment continues to be a problem for us; our 35 vehicle fleet includes 20 trucks that range from 7 to 19 years old. However, we had many successes in 2015, from digging through trash to determine where to focus our recovery efforts to signing a municipal agreement with the City of East Lansing, in addition to providing quality responsive service.

F. Administrative Services Section

The mission of the administrative services section is to provide quality customer service to the citizens of Lansing and professional internal services to the O&M Division, including dispatch, clerical support, complaint database management, human resource support, financial reporting, inventory control, and Act 51 fund monitoring, with the purpose of addressing the concerns of citizens and complying with State and City accounting requirements and in support of protecting the public health, welfare and safety.

The O&M Division remains the primary source for citizen contact during major weather events, disseminating information and dispatching help where needed. The call center handled 46,280 calls in 2015. The clerks put the customer first, going above and beyond to resolve callers' concerns and explain processes and procedures so the customer has a complete understanding.

The clerical staff acts as a team and engages in cross-training whenever time permits. We continue to streamline our operations and identify new efficiencies. This year's implementation of Cityworks software is being accomplished by automating many of our operations that used to be done manually, working with field staff and supervision to identify areas where we are duplicating efforts, and making better use of available technology to accomplish our tasks. We continually look for ways to do our jobs better and faster, while also increasing our quality of work and customer service interactions.

Submitted by the O&M Team: Victor D. Rose, Superintendent / Mike Sleep, Interim Assistant Superintendent / Paul Dykema, Forestry-Grounds Manager and Team

IV. WASTEWATER DIVISION

The Wastewater Division is responsible for the operation and maintenance of the combined sewer overflow facilities (regulators), storm and sanitary sewer pumping stations, and the wastewater treatment plant. The City's wastewater treatment plant (WWTP) services the city and multiple townships outside its corporate limits. The plant is the fifth largest in the state of Michigan and is licensed to treat an average of 35 million gallons of sewage per day.

We are responsible for the administration of the city's National Pollutant Discharge Elimination System (NPDES) Municipal Wastewater Permit for the WWTP's discharges. A major part of this permit requires an industrial pretreatment program that monitors local business and industry discharges to the sanitary sewer system. Our permit renewal application is currently under review; we anticipate receiving a new 5-year permit in 2016.

To help educate the community about wastewater treatment and our positive impact on the environment, we typically give many facility tours throughout the year.

A. Wastewater Treatment

In 2015, the WWTP accepted a total of 4.78 billion gallons of raw sewage and successfully processed it into clean water discharged into the Grand River. The highest daily flow occurred on June 23rd, when the plant received 48.85 million gallons of raw sewage.

The treatment process generated 3,818 dry tons of residual solids. A total of 2,359 dry tons were converted to biosolids by lime stabilization, and then applied to farm land as a soil conditioner and fertilizer for agricultural crops. The remaining 1,459 dry tons were landfilled.

In both of these processes, we are taking advantage of popular green solutions: the use of residual sewage solids to provide nutrients to farm crops around the Tri-County area and adding valuable methane-producing material to local landfills that will fuel generators and sell electricity back to the Lansing Board of Water & Light.

Plant improvements in 2015 included continued roof repairs to buildings at the plant. The ultraviolet system that disinfects treated wastewater before it is discharged to the Grand River was completely rebuilt. Work was done in stages to allow disinfection to continue throughout the project. The rebuilt system is proving to be much more effective and reliable. The scum troughs in the primary settling tanks skim floating waste from the wastewater stream. These troughs were old and rusting; many no longer worked at all. A project was bid and completed to replace the old troughs with new ones using new materials and operators. Arc flash training was conducted for employees to meet new safety requirements and protect employees from the special hazards of higher voltage electrical equipment.



Boiler roof before and after construction



Ultraviolet Treatment System



Electronics in UV Cabinet

UV Bulb Rack out of Flow Channel



New

Rack Being Installed



Rusted scum trough



New scum trough



Arc flash training

B. Wastewater Laboratory

The function of the Wastewater Treatment Plant laboratory is to determine the effectiveness and efficiency of the plant treatment processes and to verify the quality of the water discharged to the Grand River.

Our laboratory passed all parameters for chemistry, microbiology and metals analysis for the annual quality assurance study required by the EPA. This study challenges our staff to analyze samples of unknown contaminants.

C. Plant Maintenance and Pumping Stations (Field Operations)

Field Operations staff monitors, maintains and operates 28 sanitary sewer pumping stations, one air injection station, and four storm water pumping stations which serve both the city and surrounding townships. The plant maintenance staff maintains all buildings, process equipment and grounds of the 40 acre facility.

Our newest pump station, Sandhill, was completed this year and will serve the Jackson National Life addition in Alaiadon Township/Lansing 425 area. The station was designed to meet the current needs of Jackson National Life and can be easily expanded for future development.



Sandhill Road pump station under construction and completed

Design work for upgrades needed at the Frances Park pump station was completed. When completed, this station will have new pumps and drives. The electrical system will be rebuilt and the capacity of the station will be increased to better handle wet weather flow and protect homes in the area. In 2016, we plan to obtain financing and complete a significant portion of the construction.

D. Industrial Pretreatment Program

The Industrial Pretreatment Program (IPP) inspects, permits and monitors 13 categorical and/or significant industries. Continual involvement is necessary to maintain a solid working relationship with these industries. This is accomplished through site visits and follow-ups, regular oversight through sampling, permitting and inspections. Many commercial sites are also visited throughout the year.

Staff also responds to environmental issues that arise within the city. We routinely work with the Michigan Department of Environmental Quality to address reports of pollutants being illegally discharged or accidental spills that need to be properly contained.

Submitted by: Sid Scrimger, Plant Superintendent

V. PROPERTY MANAGEMENT DIVISION

The Property Management Division is responsible for managing the City of Lansing's properties. The City of Lansing owns over 287 parcels which include 189 buildings. The division is directly responsible for 95 buildings on 87 properties, including 77 playgrounds. All funding is from the general fund.

Property Management is staffed with 18 full time employees and is divided into two work groups. This year we had additional staff and responsibility with the addition of the Frances Park crew which is staffed with 1 full time employee, 6 seasonal employees and 4 part time caretakers.

The City Hall crew (four facility maintenance workers and one building supervisor/contract manager) is responsible for maintaining City Hall and the Police Building and staffs these buildings 16 hours a day, 6 days a week, and assists the Hazel Street crew as needed.

The Hazel Street crew (one building maintenance manager, an electrical supervisor, a plumbing supervisor, an electrical facility controls worker, three facilities maintenance workers and one custodial worker) is responsible for all city-owned buildings, and assists the City Hall crew as needed.

The Frances Park crew (one landscape manager, one gardener, six employees and four part-time park caretakers) is responsible for landscaping and grounds maintenance for Frances Park and Gardens. They are responsible for maintaining the pavilions at Moores and Washington Parks for special events and rentals, and Hazel Street crew as needed throughout the season. The Frances crew worked with Downtown Lansing Inc. and the Parking Services make landscape improvements in the downtown area. Notable addressed include clearing weeds and overgrowth along the River the Accident Fund, planting beds along Pere Marquette Avenue Clara's Restaurant, replanting beds along Allegan Street, planters on Grand Avenue across from CATA, and planter beds on Museum Drive from Impression 5 to the City Market, City Market entrance and the Michigan Avenue traffic circle.



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The Property Management Division partners with the Operations and Maintenance Division (O&M) to maintain the athletic fields at Ranney Park, St Joseph Park, Quentin Park, Aurelius Park, Cooley Law School Stadium, Frances Park, Washington Park, Elm Park, Sycamore Park, Westside Park, Gier Park, Ben Davis Park, and Kircher Ballfield. The division performs irrigation, lighting and other facility maintenance.

The Division also partners with O&M to maintain Moores Park Pool and Hunter Park Pool. The pool maintenance is performed by a partnership of Grounds, Leisure Services and the Hazel Street crew. Moore's Park pool remains a challenge due to its age and construction, and the water quality is a yearly concern. Due to ever increasing costs of maintenance and repair, the future operation of the pool should be evaluated.



The Division has observed and receives complaints that our driveways and sidewalks are in need of repair due to heavy use, poor soil drainage and tree roots; yet the need consistently exceeds available funding.

We work with O&M to perform trash removal and recycling at City Hall, parking ramps, and various other city properties. We partnered with the Engineering Division to replace damaged methane burners at the Aurelius Landfill Maintenance.



Property management staff is available 24 hours a day for emergencies and are first responders to many events, such as floods, sewer backups, power outages, heating and cooling failures, vandalism and storm damage. The division provides facility planning and utility services (power, lights, water, sewer, and other work) for over 40 special events a year, such as Downtown Lansing Inc. Frost Fest, Lansing Board of Water and Light Chili Cook Off, Old Town Commercial Festival of the Moon and Sun, City of Lansing 4th of July event, Common Ground Music Festival and the City of Lansing's Grand Fish Rodeo. We continually seek to partner with other departments and outside agencies to

reduce costs, leverage funding or share resources. The Division reaffirmed our long standing partnership with the Lansing Board of Water and Light with respect to sharing resources for special events in the Lansing area, and we expect to expand these efforts in the future.

The Division evaluates the City's energy usage and makes recommendations to reduce energy consumption, use alternatively fueled equipment, influence designs in green roofs and green buildings, purchase energy-star rated equipment, and various other earth friendly actions.



Our administrative staff's mission is to provide a high level of quality service to the customers we serve. This includes clerical support, dispatching, human resource support, financial reporting and inventory control. We look for ways to do our assignments better and faster, while also increasing our quality of work. Most notable is the ID card system (AMAG) which requires continual maintenance and adjustment to maintain an acceptable security standard. We also manage the building alarm systems, security services, janitorial services and environmental issues related to properties.

Plumbing items associated with buildings and grounds are maintained by Property Management. This includes all items associated with sanitary sewers, storm sewers, water supply lines, fire suppression lines, and process piping systems like swimming pools.

The division maintains all heating, ventilating, and air conditioning items associated with buildings. This includes forced air units, steam boilers, hydronic systems, water heaters, steam converters, radiant flooring systems, variable air volume (VAV) box systems, chillers, ejector pumps, cooling towers, make-up air units, exhaust fans, and HVAC controllers.

We maintain electrical items associated with building and grounds, transformers, distribution boxes, electrical panels, light fixtures, uninterruptable power supply (UPS) units, motors, motor controls, lighting, fire alarm systems, building alarm systems, and generators.

The Property Management Division maintains and manages the infrastructure including the planning, designing, maintaining and constructing of buildings and grounds. We are responsible for the heating, cooling, ventilating, water supply, sanitary lines, storm parking lots, sidewalks, as well as hazardous materials on the properties. Infrastructure includes things like the integrity of windows, doors, roofing, carpeting, tile, concrete, walls, walkways, fences, paint, wallpaper, ceilings, and fireproofing. These items need repair or replacement at the end of their life cycle but since funding has decreased, these are added to the list of deferred maintenance items.



including
parking lot

electric,
sewers,

The city owns buildings that vary in age such as the Turner Dodge house that was built in 1858 to the new Fleet Services Garage building which was completed in 2013. The age of each building creates a unique situation for our staff to determine needed repairs to minimize down time yet remain cost efficient.

The division is responsible to ensure the city adheres to all federal, state and local laws that are applicable to our building and properties. This includes: EPA – Clean Water, EPA – Clean Air, Americans with Disabilities Act, Occupational Safety and Health Administration, International Building Code, International Plumbing Code, International Mechanical Code, ASME Boiler Code, National Electrical Code, National Fire Protection Code, Michigan Building Code, Michigan Plumbing Code, Michigan Electrical Code, Michigan Barrier Free Code, City of Lansing Property Codes and ordinances, and Lansing and Dewitt Township codes and ordinances.



We pride ourselves on meeting the challenges of special projects that help improve the quality of life in the City of Lansing. The division contributed to creating time capsules, installing art work in public places, building bases for art work displays and assisting in creating various memorials.

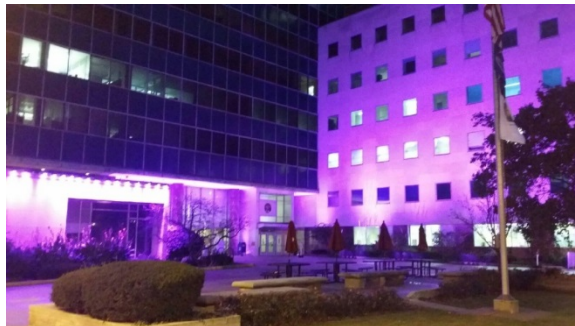
In 2015, the division completed 2,490 work orders for the year, an increase from last year by over 30%. We contracted with additional staff to help complete the backlog of maintenance items as well as addressing daily tasks. To

better manage work orders, we replaced ACT1000, our outdated work order management system, with Cityworks. We provided services to 66 special events as small as public announcements at City Hall to our largest which is the Common Ground Music Festival.

The Division continues to manage several energy management projects such as the installation of Johnson Controls Metasys building control system for buildings.

The Division works with all City Departments, other Service Divisions and outside agencies to reduce our materials and reduce our obsolete inventory.

Submitted by: Marty Riel, Property Manager



additional
city

Public
surplus

VI. FLEET SERVICES DIVISION

Fleet Services is responsible for vehicle and equipment preventive maintenance and repair, as well as purchase and disposal. The fleet is divided into two categories: approximately 556 “rolling stock” vehicles (units capable of moving themselves down the road), and 516 pieces of other equipment. We continue to work on four vehicles owned by Delhi Township as part of the regionalization efforts begun last year.

The Fleet Services team has 28 full time positions including a fleet manager, an administrative specialist, two supervisors, a service writer, a radio technician, 20 mechanics, and two parts-room workers.

Several challenges in 2015 required Fleet Services to look at the way we do business. Important factors include what types of work should we be doing, are we good at doing it, how long is the job, do we have the proper tools, and what are our staffing levels? Approximately half of our fleet is past its expected life cycle, which means repairs take longer and cost more. As a response, Fleet Services has outsourced several items over the year including major fire apparatus repairs, upfitting of vehicles, fire pump testing, and transmission repairs and replacements.

With the assistance of management, Human Resources, and the implemented an incentive program for employees to become the State of Michigan, the National Institute for Automotive Excellence (ASE), or the Emergency Vehicle Technician (EVT) Certification Program. This program has and will continue to our mechanics to be trained and stay current on vehicle repairs. year, we had 9 participants in this program. Our goal is for each to achieve all 3 certifications every year. The certificates build another and must be renewed. Individuals that achieve a receive an incentive once a year for the highest certification that achieved.



UAW, we certified by Service

encourage This past mechanic upon one certificate was

Fleet Services continues to work on updating our Mechanic technician software for diagnosing vehicle problems and training our mechanics to run this software. We also continued to train our mechanics on the various types of vehicles and equipment owned by the City. In the past, we have trained certain mechanics to perform certain repairs but we have decided to change that practice and cross train all mechanics to be more versatile. This has become extremely important with current staffing levels. Being able to pull a mechanic that typically works on smaller vehicles such as a car and move him temporarily to a different job with plow trucks is a huge advantage.

The City purchased or leased the following vehicles and equipment in 2015:

- A Ford Explorer and an ambulance for the Fire Department
- A Prentice Loader, a Bombardier with plow and snow blower, 2 Bobcats, and a Packer for the Public Service Department
- Assisted Police Department with the purchase of 3 vehicles for a special operation



Bombardier



Bobcats

Submitted by: Eric Hassett, Fleet Manager

OFFICE OF THE CITY ATTORNEY
Janene McIntyre, City Attorney

The 2015 annual report of the Office of the City Attorney is not available at this time.

AGENCY REPORTS

LANSING BOARD OF WATER AND LIGHT

Richard Peffley, General Manager

The 2015 annual report of the Lansing Board of Water and Light was previously submitted to the Mayor and Council. The report is available online at:

<https://www.lansingmi.gov/media/view/BWLAnnualReport2015/9288>

DOWNTOWN LANSING INC

Mindy Biladeau, Executive Director

The 2015 annual report of Downtown Lansing Inc is available online at:

https://www.lansingmi.gov/media/view/DLIAAnnualReport2014_15/9281

LANSING ECONOMIC DEVELOPMENT CORPORATION

Robert L. Trezise, Jr. President and CEO

The 2015 annual report of the Lansing Economic Development Corporation is available online at:

<https://www.lansingmi.gov/media/view/LEAPAnnualReport2015/9287>

LANSING ENTERTAINMENT & PUBLIC FACILITIES AUTHORITY

Scott Keith, President and CEO

Executive Summary and Performance Summary

Lansing Entertainment & Public Facilities Authority (LEPFA) had a successful year in exceeding our goals for FY2014/15. Continued support from City Administration along with progress in regional collaboration continues to provide opportunities for economic development and growth. Parking, limited hotel options, and increasing development of entertainment offerings continue to be challenges, yet progress that could help increase business at all properties and events. Revenues at all properties grew by 14% while expenses grew by only 9%, and contributed a gain of \$242,954 in net assets. The Authority and its' staff contributed almost \$75,000 in 2015 to various local charities in contributions, services, and products and recycled and/or donated nearly 80,000 pounds of food and waste materials in 2015.

The Lansing Center continues to seek out areas of change and development. This year we re-aligned some departments into a Sales & Services Department which will allow for customers to work seamlessly within one department for a majority of their event needs. The Lansing Center had significant gains in rent and ancillary revenues over the previous year while working diligently to maintain costs, this came despite some changes in outsourcing of some goods and services. Overall growth in the convention industry is expected to increase at a 1-2% rate, and we are exceeding that rate. This year we hosted OrgPro, the MSAE (Michigan Society of Association Executives) annual conference. This enabled the Metro-Lansing region to showcase its ability to host a variety of associations' conferences and conventions.

The renovations to Cooley Law School Stadium during 2015 allowed for some much needed improvements and enhancements to our already popular stadium. These renovations included improvements to roofs, suite level, seats, complete outfield remodel and additional picnic and eating areas, and much more. These renovations generated much buzz about the ballpark and received national attention that produced some expected increases in revenues. During the 2015 season the Lugnugs saw a 9% increase in attendance and a 12% increase in per cap spending. This equated to an overall increase in revenues to the City of almost 17%. Sponsorship revenue increased 19%. The Taste of Country Concert featuring Dierks Bentley, was one of the largest concerts since the first years the stadium opened drawing nearly 12,000 people. The team was Champions of the first half of the season and reached the playoffs but were eliminated in the second round.

The Lansing City Market is transitioning from a former 'farmer's market' brand to more of an urban market focused on unique grocery, prepared foods, and entertainment. While offerings at the Market continue to improve and vary, the number of customers has decreased over the past year, which in turn is leading to a decline in vendor occupancy. The challenges of the retail economic climate and improvements to the area surrounding the market, along with an emphasis on merchants that are not fresh food based (but dependant on the consumer needs) will increase the traffic flow of consumers to the market and increase merchants in the coming year. The addition of new events, activities, and attractions will continue to be the focus as we attempt to drive visitors to the market. The addition of *Jazz on the Grand* concert series was a success and we are looking to grow this series of events to include additional music genres/dates and attract more people to the riverfront of the market for entertainment.

Performance Measures/Financial/Economic Impact

Lansing Center

Customer Satisfaction Ratings

	<u>FY 2014</u>	<u>FY 2015</u>	<u>Difference</u>
Satisfaction with the Staff	4.67	4.60	(.07)
Satisfaction with the Facility	4.67	4.67	.00
Satisfaction with Lansing Hotels	4.38	4.42	.04
Satisfaction with the Lansing (Based on a 5 point scale)	4.51	4.41	(.01)

Occupancy

	<u>Contracted Occupancy</u>	<u>Used Occupancy</u>
2014	39.53%	40.95%
2015	51.47%	54.30%
	=====	=====
Difference	11.94%	13.35%

National Avg 51.0%

Hotel Room Nights (LC Attributable)

2014	22,723
2015	21,134
Difference	(1,589)

City Market

	<u>Rental Occupancy</u>
FY 14	73.1%
FY 15	58.52 %
	=====
Difference	(14.58%)

Operating Revenues

	<u>Lansing Center</u>	<u>Cooley Stad.</u>	<u>City Market</u>	<u>Total</u>
FY 14	\$5,455,790	\$ 28,033	\$ 115,451	\$5,599,274
FY 15	\$6,344,473	\$ 25,310	\$ 108,210	\$6,477,993

	=====	=====	=====	=====
Difference	\$888,683	(\$2,723)	(\$7,241)	\$878,719

Operating Expenses

	<u>Lansing Center</u>	<u>Cooley Stad.</u>	<u>City Market</u>	<u>Total</u>
FY 14	\$6,383,248	\$322,601	\$195,338	\$6,901,187
FY 15	\$7,204,919	\$336,587	\$193,417	\$7,734,923
	=====	=====	=====	=====
Difference	\$821,671	\$13,986	\$1,921	\$833,736

Net Position Comparison

	<u>Lansing Center</u>	<u>Cooley Stad.</u>	<u>City Market</u>	<u>Total</u>
FY 14	\$553,135	\$95,586	\$45,065	\$693,786
FY 15	\$838,624	\$84,735	\$13,381	\$936,740
	=====	=====	=====	=====
Difference	\$285,489	(\$10,851)	(\$31,684)	\$242,954

Economic Impact

	<u>Lansing Center</u>	<u>Cooley Stad.</u>	<u>City Market</u>	<u>Other events</u>	<u>Total</u>
Net Assets					
FY 14	\$59,722,654	\$11,764,409	\$506,385	\$3,834,528	\$75,827,976
FY 15	\$68,382,438	\$12,823,205	\$405,108	\$3,911,218	\$85,521,969
	=====	=====	=====	=====	=====
Difference	\$8,659,784	\$1,058,796	(\$101,277)	\$76,690	\$9,693,993

Narrative

In 2015, the Lansing Center saw no significant improvement in our Service Ratings. Overall satisfaction with the facility improved by .08%, satisfaction with the staff declined by .12%, satisfaction with the hotels declined by .04% and the satisfaction with the City of Lansing increased by .01%. Revenues in 2014 increased over the 2013 revenues by more than 9%, and occupancy grew by 4.29%. As with previous years, management was able to continue to contain costs and expenses for 2014 and only had saw increase of 6%. Based on our continued revenue performance and expense containment, management was able to increase our net assets by \$194,701 the Lansing Center. During 2015, the Lansing Center had an overall economic impact of \$68M, this is due to the significant increase in business and additional changes in revenue options. While the increase in meetings, conferences, and social events are having a significant impact in overall economic

impact for our region. The Lansing Center also worked to improve its ability to be utilized for more community activities and events for additional regional and community impact.

Cooley Law School Stadium saw an increase in events in 2015 due to the renovations and the continued allowance for the Lugnuts to produce additional non-baseball events. Event revenues fell slightly by (\$2723).

Expenses increased by \$13,986, mostly due to additional projects included with the renovations not covered by costs of renovation project. Net assets decreased by (\$10,851). The overall economic impact of operations at Cooley Law School Stadium was \$12,823,205. This is an increase of a little over \$1M from the 2014 economic impact figures.

The Lansing City Market continues to evolve its operations and offerings; occupancy decreased by 14.58% in 2015. The ongoing challenges of parking along with the retirement of some long time market merchants added to some changes in the product offerings. Changes to customer demographics and increased

competition (both suburban markets and increases in market type businesses in the Lansing area) have caused the Market to seek out businesses that vary and provide different options for the customers. Revenues

decreased by \$7241. Expenses decreased by \$1921. Net assets decreased by (\$31,684). The overall estimated economic impact of the City Market is \$405,108. This is approximately a \$100k decrease from 2014. LEPFA management continues to oversee the redevelopment process of the City Market into an urban market with a variety of offerings that the new residences and entertainment offerings downtown can complement. The addition of several new events, including Jazz on the Grand, were successful and will be continuing to grow as attractions develop. Rivertown Adventures (kayak rental and tours) and Iggy's Convenience Grocery will be expanding/new additions that will add to the market mix.

Overall Economic Impact for LEPFA managed properties and events were \$85M. This increased in 2015 by nearly \$10M. This is mostly due to an overall increase in business activity and the growth in economic indicators.

2015 Highlights and Awards

16th Annual Common Ground Music Festival – The annual music festival at Adado Riverfront Park in downtown Lansing hosted nearly 50,000 attendees and improved on the previous year's attendance. Such notable artists/acts as The Band Perry, Snoop Dog w/s/g Wale, The Flaming Lips, Empire of the Sun, Jane's Addiction, Three Days Grace, Finger Eleven, and many more performed this year. The Color Run returned with nearly 8,000 runners to this "fun run". Increases in sampling, marketing, and sponsor elements added to the festival experience. Additionally, we featured a zip line across the Grand River for the second year in a row. The unforeseen cancellation of headlining artist Meghan Trainor did have some impact on the festival sales.

GLCVB – The agreement to share services on sales and marketing efforts continues through 2015. It has demonstrated continued success and an overall increase in business for the Lansing Center and area hotels. The CVB and LEPFA Boards meet combined at least twice annually to review the agreement and the success of the partnership; additionally, an Ad Hoc Committee representing both Boards are now meeting to work on issues relative to both parties. The continuation of the Customer Advisory Group has allowed both parties to review practices, work on challenges, and seek out means to work more collaboratively to satisfy our customers' needs and achieve more results.

Groesbeck Golf Course- Spring started stronger than the previous year; however, weather issues throughout the summer months led to a decrease in overall golf participation. Leagues remained strong, and an increase in marketing efforts toward our stronger golf markets (seniors, beginners, and students) allowed for an increase in food & beverage sales at course. We were hampered by a liquor license change that we are working to correct for next year.

Building Renovations – Stadium completed a \$13+M renovation in collaboration with the Outfield Development project. These stadium renovations made updates and improvements to the twenty year old stadium.

LEPFA U- Training sessions for staff are being held 2-3 times per year with each session focusing on a topic. This year topics included Customer Service, Safety/Security, and Professional/Personal Development.

2015 W3 Silver Award- Redevelopment of the Lansing Center website with local partners Gravity Works led to receiving this award for the quality of our website.

Jazz on the Grand- Partnering with local media, business partners, and leaders, we were able to start a new concert series on the plaza of the Lansing City Market. This series showcased local, regional, and national recording artists in the jazz genre. Opening artists were local school groups and featured artists were Kimmie Horne, Phil Denny, and the MSU Professors of Jazz.

Other Events/Items of Note –

- LEPFA helped kick off the summer season by acting as the event producer for the Board of Water and Light for the annual Down By The River Chili Cook-off with nearly 7,000 in attendance.
- Capital City River Run continues its steady growth at bringing runners and families to downtown Lansing in September for this annual series of running events (Kids run, 5k, ½ Marathon, and Marathon) that highlights the city.
- The Lansing City Market continued to host several events throughout the year bringing families to the Market, including but not limited to: Grand Art Market, Harvest Fest, and Winter Solstice. See Jazz on the Grand recap.
- How To Halloween- LEPFA partners with local companies to put on this event that showcases the growing trends in Halloween decorations, costumes, and DIY projects.

- Taste of Country Concert- first time event put on by Lugnuts and Townsquare Media featured Dierks Bentley at Cooley Law School Stadium.
- Governor's Inaugural Ball- Lansing Center held this event for the first time featuring Governor Snyder and First Lady.
- Reorganization of some departmental positions: moved all customer interactions personnel under one department creating a Sales & Services Department. This will streamline some communications and create some additional efficiencies/improvements for our customers and staff.
- Silver Bells hosted their concert in the Lansing Center. Joshua Davis performed.

2016 Goals/Mission

LEPFA continues to work on its mission to be an economic catalyst for downtown Lansing and the metro Lansing region. LEPFA is looking to increase the occupancy rates of the Lansing Center and Lansing City Market.

Groesbeck Golf Course is seeing an increase in participation and food & beverage sales with an emphasis of attracting more golf outings, leagues, and players to enjoy the only golf course in the City of Lansing.

Completion of the stadium renovation project and a new lease with Lugnuts will continue the efforts of offering affordable fun entertainment as park of Cooley Law School Stadiums efforts to be a community jewel.

The Lansing Center seeks to increase its rental revenue and ancillary revenue by another 2.5% each. These additional revenues should allow for less subsidization and an increase in ability to attract more business while improving the facility and staff.

The Lansing City Market is seeking to improve occupancy and customer traffic through working with existing businesses and attracting new business that provides products and services that are needed to coexist with more downtown residences and entertainment offerings. A new business and marketing plan, along with rent structure, should allow for a growth for the market over the previous year. An emphasis on working with other companies and organizations towards the development of new events and entertainment offerings for the coming year will enable LEPFA to work on its mission as a catalyst to enhance both local and regional economic growth.